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ABSTRACT

A national evaluation study was conducted to ascertain the effects of the large quantity of manpower devoted to community organization and leadership development work by state cooperative extension services. Data were sought on evaluation questions which addressed objectives and policies related to community organizational and leadership development approaches or methods used in that work, audiences which support the work, factors affecting the quality of leadership training, usefulness of that work in the extension program, and need for changing resources devoted to that work. A large number of extension service personnel were surveyed across the nation, including fifty Community Resource Development (CRD) program leaders, 145 CRD specialists, ninety-one district administrators, and 500 local agents. Based on responses received on 627 completed survey forms, the findings included the following: (1) the majority of extension personnel rated twenty-four objectives of states in doing community development work as being important or very important, (2) the policy climate delineated by state directors is favorable for community development work by extension personnel, (3) extension personnel perceive community organization and leadership development as an integral part of the extension CRD programs, (4) extension personnel perceive the facilitating and supporting of existing organizations and leadership to be the most effective approach for community development work, and (5) under present conditions, the amount of manpower devoted to community organization and leadership development should be increased. (Seven recommendations conclude this report.) (EM)

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A NATIONAL TASK FORCE REPORT

AN EVALUATION OF COMMUNITY ORGANIZATION AND LEADERSHIP DEVELOPMENT IN COOPERATIVE EXTENSION'S COMMUNITY DEVELOPMENT PROGRAM

The study on which this report is based was conducted by the Mississippi State University Cooperative Extension Service under Cooperative Agreement with Extension Service, USDA. The report has been endorsed by the Extension Committee on Organization and Policy and the ECOP Subcommittee on CRD and Public Affairs.

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Cooperative Extension Service
Mississippi State University
October 1977

NATIONAL TASK FORCE FOR THE STUDY OF
COMMUNITY ORGANIZATION AND LEADERSHIP DEVELOPMENT
IN EXTENSION CRD WORK

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The national study on community organization and leadership development was made possible by Extension Service (ES,USDA) funding. This study represents a response by ES to an identified need for evaluation of a significant portion of Extension's community resource development program.

The Mississippi Cooperative Extension Service signed a cooperative agreement to conduct the study with assistance of task force members from other institutions. The national task force benefited from the commitment and support provided by Director W. M. Bost and many other personnel at Mississippi State University whose efforts expedited many aspects of the study.

The task force also received support from the Extension Committee on Organization and Policy (ECOP) Subcommittee on CRD and Public Affairs. The membership of this subcommittee participated in the selection of the task force and generously consulted with task force members during the study.

Special thanks is due Dr. William D. Bishop, Chairman of ECOP at the time the study was initiated, and to all the other State Extension Directors who supported the study and participated in the policy survey.

Much of the credit for success in obtaining survey data is due to the participation and support of state Extension CRD program leaders. The program leaders made many useful suggestions, furnished information on the populations to be sampled and assisted in the distribution and follow-up of survey materials. Without their help response to data collection efforts of the task force would have undoubtedly been much lower.

Major contributions to the study were made by Carolyn Boatwright who provided secretarial assistance and Dr. Fred M. Speed, Associate Professor of Statistics at Mississippi State University, who provided assistance with sampling procedures, coding, and computer analysis of the data.

Appreciation is also expressed to the district administrators, CRD specialists, area and local agents and the clientele of Extension who took the time to supply information for the study.

PREFACE

To accept responsibility for a nation-wide study of community organization and leadership development work in Extension's community development program was a significant undertaking. Mississippi State University Cooperative Extension Service was fortunate that pre-study plans of ES,USDA personnel and the ECOP Subcommittee on CRD and Public Affairs included recommendations for highly capable individuals to serve on a task force for this study.

As Project Director I observed the advantages of a task force approach to this research project. Individual task force members exhibited a wide range of experience and knowledge in the program area under study. On numerous occasions their familarity with state-to-state variations in Extension structure, objectives, approaches, policies, and programs were invaluable. They facilitated the research project by determining the most relevant study questions to be addressed, expanded the range of alternatives available, selected the most appropriate courses of action, and shared the work and interpretation of study results.

For whatever benefits may be derived from this study we are indebted to the individuals who made up the task force and to the institutions and administrators who made their participation possible.

James R. Carpenter
Project Director

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INTRODUCTION

Examination of how manpower is expended in rural development by state Cooperative Extension Services has been possible in recent years using information in Title IX reports.[1/] Eleven program areas are used by Extension for Title IX reporting of rural development work. Nevertheless, in fiscal year 1975 as much as 450 staff years of professional time were reported for Extension personnel in one program area--community organization and leadership development. That manpower represented more than one-fourth of the total Extension manpower devoted to Community Resource Development (CRD).

Both Extension Service (ES) USDA personnel and members of the Extension Committee on Organization and Policy (ECOP) Subcommittee on CRD and Public Affairs were interested in knowing more about the causes and effects of devoting so much manpower to community organization and leadership development. ES,USDA responded with funding of a national study of community organization and leadership development work in Extension's CRD program.

The special project was conducted by Mississippi State University under a cooperative agreement with ES,USDA. Dr. James R. Carpenter, Associate Director of the Mississippi Cooperative Extension Service, was designated Project Director. A principal investigator was hired and a

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1/Title IX of the Agricultural Act of 1970 requires the Secretary of Agriculture to make an annual report to Congress on Rural Development. Information on specific activities in rural development, including the manpower devoted to each major category of effort, is obtained annually from individual states.

national task force of eight other professionals was selected for additional input and assistance with the study. The task force included representatives from all four Extension regions and two from ES,USDA.

The task force assumed that community development workers in Extension have different perspectives about the role of community organization and leadership development efforts in community development. It was felt that these perspectives represent basic differences in how Extension personnel view the objectives of community organization and leadership development work. One perspective asserts that community organization and leadership development are integral parts of all community development efforts (i.e., these are the means that community development workers and local citizens employ to achieve development within the community). Implicit in this viewpoint is the assumption that organizations and leadership will be developed as needed in the pursuit of community development.

Another perspective is represented by the viewpoint that community organization and leadership development are program ends (i.e., these are subjects to be taught for the sake of improving people's skills in these areas). Implicit in this perspective is the assumption that if there are effective leaders, organizations and community needs will be met.

The above examples of different perspectives represent opposite extremes. There are other perspectives that fall between these extremes.

The overall objective of the study was to ascertain the causes and effects of the large quantity of manpower devoted to community organization and leadership development work by Cooperative Extension Service. In order to facilitate the accomplishment of this general purpose of the study, a number of more specific objectives were delineated. At the first meeting

of the task force project objectives were expressed in the form of questions with management implications. The questions which the task force addressed in the study are listed below.

1. What are the objectives of Cooperative Extension in doing community organization and leadership development work, and what should be the national objectives for this area of work?

2. What are the state level policies under which community organization and leadership development work is done?

3. What are the relationships of community organization and leadership development efforts to community development Extension work, as perceived by Extension personnel?

4. What are the approaches or methods of community organization and leadership development work and under what conditions does each work best?

5. From what audiences is there public support and what are the effects of community organization and leadership development efforts on public decision-making by the following:

   (a) local governments and local government agencies
   (b) voluntary community development and service organizations
   (c) ad hoc citizens groups
   (d) agencies of state and federal government

6. What factors either facilitate or impede the effectiveness of leadership training?

7. Is community organization and leadership development a useful component in the structure of Extension community development programming, evaluating, and reporting?

8. Under what conditions should Extension be encouraged to increase, decrease, or maintain the current resources devoted to community organization and leadership development?

STUDY METHODS

Numerous approaches to evaluation exist. Some claim more than 50 different approaches to evaluation have been identified (Burton and Rogers, p. 5). No doubt most evaluation projects are tailored to the specific program(s) to be evaluated and the purposes for the evaluation. The same approach was used by the task force in evaluating community organization and leadership development in Extension's community development program.

The task force approach was a critical aspect of this evaluation study. In conducting research it is necessary to assume responsibility for the scope of the research and the methods used. In this study these responsibilities were shared by members of the task force. It was felt that this collective decision-making process would result in a better study and increased usefulness of the results.

The task force necessarily assumed responsibility for (1) identifying the critical evaluation issues related to causes and effects of the large quantity of manpower devoted to community organization and leadership development work by Cooperative Extension and (2) determining the study methods that would be used to generate appropriate information for analysis of these critical issues.

In determining the methods to be used, the task force also had to assume responsibility for (a) identifying the relevant policies, objectives, and methods for community organization and leadership development work by Cooperative Extension, (b) developing survey forms to obtain information from Extension personnel and from Extension's clientele, and

(c) deciding on methods of analysis and interpretation of research results in generating answers to study questions.

The task force was not optimistic about the prospects for obtaining needed information from secondary sources. The low dependence to be placed on secondary data was readily confirmed by a survey of (a) abstracts for topic related studies catalogued in the Current Research Information System (CRIS) maintained by the Cooperative State Research Service of USDA; (b) abstracts from files accessed through a computer survey by the Agricultural Library of USDA; (c) review of related topics for books and articles referenced in the more widely used publications on community development; and (d) survey of articles in the Journal of the Community Development Society and The Extension Service Review.

Some references can be found which document that awareness of the importance of community organization (Carver) and community leadership (Burr) has existed for many years. However, some of the more notable efforts to define and further develop Extension's role in the whole community development arena have taken place since the mid-1960's. An ECOP report on community resource development provided a number of insights into Extension's role in community development. "Essentially CES's clientele are the individuals and groups of community leaders who influence the community's future. Generally, these people are community 'thinkers' with influence and proven ability to make right decisions. They have unquestioned confidence at certain operating levels. In some cases, this clientele is the existing power structure. In other situations it may be hither to untapped leadership" (ECOP Report, p. 18). In carrying out this responsibility, the report indicates that "CES must gain access to

community leaders by offering factual information on problems faced by community groups. This technique strengthens community leadership, therefore, a viable group which can interpret and use technical information as a basis for community action is required. An existing organization may be used or a new one created" (ECOP Report, p. 17). Obviously, the authors of the report felt strongly about the basic role of Cooperative Extension work with community leaders and the use of existing or new organizations as a means of reaching these clientele. In the latter capacity the professional's role has been referred to as organizational leadership (Bennett).

Even though there was no shortage of published material on the subject of community organization and leadership development, the task force soon decided it would have to collect primary data to reach the objectives set forth for the national evaluation study.

The task force chose to obtain information from Extension personnel and from Extension's clientele, since both groups influence the amount and type of community organization and leadership development work. Separate survey plans were developed for: (1) directors of state Cooperative Extension Services, (2) other Extension personnel involved in CRD work, and (3) clientele of specific Extension projects involving community organization and/or leadership development.

The purpose of obtaining information through three distinct surveys was to get responses to several facets of CRD programs. Each survey was designed to answer specific study questions. The survey of Extension directors focused on questions of state policies which might affect community organization and leadership development work in Extension. The

survey of other Extension personnel was designed to get their perceptions on objectives and methods of Extension work in community organization and leadership development. Clientele response to Extension efforts involving community organization and leadership development was emphasized in the third survey of individual project activities in eight different states.

The survey of Extension directors included all fifty states. Sampling was used in collecting information from other Extension personnel involved in CRD work. Similarly, a small group of clientele were interviewed concerning their participation and evaluation of projects involving Extension in community organization and leadership development work. In sampling clientele response, projects were selected in two randomly selected states from each of the four Extension regions.

Sample selection and distribution of survey forms to Extension personnel were achieved with considerable assistance from state CRD program leaders. Program leaders first identified the population of CRD specialists and those district administrators who supervise local agents involved in CRD work. The specialists, district administrators, and counties receiving survey forms were randomly selected from the total population of each. Then each CRD program leader was sent the appropriate number of survey forms and the names of specialists, district administrators, and counties to receive the survey. Except for the survey of Extension directors, program leaders distributed the survey forms to Extension personnel in their respective states.

The sampling rate for each category of Extension personnel is given below:

1. CRD Program Leaders (100 percent). Names were taken from a list supplied by ES.

2. CRD Specialists (50 percent). Names were selected randomly from lists supplied by program leaders.

3. District Administrators (33 percent). Names were selected randomly from lists supplied by program leaders.

4. Local Agents (5 percent of the total number of county and area agents, as reported for each state in the Sixty-First Edition of the County Agents Directory, 1976). After the number of counties to be included had been determined by applying the 5 percent rate to county and area agents for each state, the counties were numbered consecutively and a computer program used to generate random numbers equal to the number of counties to be selected from each state. The program leader in each state distributed a survey form to the individual "with greatest responsibility" for CRD work in the county.

Using the above sampling procedures, the total survey forms sent to program leaders included:

50	for program leaders
145	for specialists
91	for district administrators
550	for counties
836	Total

Since the sample of specialists and district administrators was from names supplied by program leaders, there was no evidence of reduction in the number of survey forms distributed to these groups. However, in some states, two or more randomly selected counties were served by a single area Extension agent. Also, some survey forms were not distributed by program leaders because of recent personnel changes that caused some counties to be temporarily without an individual who could appropriately respond to the survey. Based on return correspondence by program leaders in twenty-one states, the reduction in mailings to local agents reduced the total sample size by 6 percent. Thus, the estimated number of local agents receiving survey forms was about 500 instead of 550, reducing the total distribution of survey forms to around 785.

The total response from the survey was 664 completed forms, which equals 85 percent of the estimated number actually distributed. Survey forms received in time and complete enough to process totaled 627 (80 percent of the number distributed).

In designing survey instruments the task force made its own determination of: (1) state level policies that would be relevant to community organization and leadership development work, (2) objectives of Extension personnel in doing community organization and leadership development work, and (3) methods or approaches that are used in this Extension work. On survey instruments respondents were given ample opportunity to suggest alternatives to the concepts used. The few alternatives suggested, and the low consistency of suggestions, supports the validity of the hypothesis that the task force selected and studied those policies, objectives, and methods that are relevant for community organization and leadership development work in Extension's community development program.

STATE LEVEL POLICIES

The task force was interested in both implicit and explicit policies that could influence community organization and leadership development efforts in CRD work. After careful deliberation, the task force decided no attempt would be made to distinguish between the implicit and explicit policies. It was felt that responses given by Extension directors would adequately reflect the amount of emphasis given to a particular "policy."

The survey form mailed to Extension directors contained twenty-one statements of possible policies. Each statement described some condition or activity the task force felt could influence Extension's community organization and leadership development work. The directors were asked to select the most appropriate of five possible responses to each statement: (1) required, (2) encouraged, (3) discouraged, (4) forbidden, or (5) not covered by policy. The basic request of directors was stated as follows:

> "Your help is needed to identify <u>administrative positions</u> or <u>policies</u> which affect community organization and leadership development work. In response to each statement on the following pages, please indicate the position or policy that exists in your state. If there is no effort in your state to either promote or avoid the condition or activity described in a statement, the appropriate response to that statement is 'not covered by policy'."

The directors of all fifty state Cooperative Extension Services were mailed a survey form. Forty-eight completed responses were obtained.

The task force was particularly pleased that thirty-seven directors signed the survey form indicating they had personally supplied the responses. Eleven survey forms were completed for directors by associate directors, assistant directors or CRD program leaders.

List of Statements Included in the Survey of State Extension Directors, by Order of Rank from Most Supported to Most Opposed

1. Joint planning and programming at the state level between Extension CRD and Extension work in Agriculture, Home Economics, 4-H and Youth.
2. Local citizen determination of priorities for CRD Extension work.
3. CRD Extension work in every county of the state.
4. Multi-county or state Extension CRD work in addition to county CRD work.
5. Involvement of elected or appointed local officials in CRD Extension work.
6. Joint projects or programs between Extension CRD and related programs in other colleges or divisions of the land-grant university.
7. Joint projects or programs between Extension CRD and related programs in state agencies.
8. Involvement of elected or appointed state officials in CRD Extension work.
9. For every county of the state, assignment of at least one county or area agent with CRD responsibility.
10. Providing training for elected or appointed officials through Extension CRD.
11. Joint projects or programs between Extension CRD and related programs in federal agencies.
12. Joint projects or programs between Extension CRD and related programs of other institutions of higher learning in your state.
13. As an Extension method, the creation of community development organizations.
14. The assignment of some CRD responsibilities to every local Extension professional.
15. CRD Extension work dealing with controversial community issues.

16. Extension work on community issues which are under consideration by legislative bodies or other political groups.

17. In dealing with community issues, support of farm interests by Extension personnel.

18. Multi-county or state Extension CRD work in lieu of county CRD work.

19. Formal written agreements which define agency roles and relationships between Extension CRD personnel and professionals in community development agencies or organizations.

20. Direct leadership to community development groups and organizations by Extension personnel.

21. Extension personnel serving as officers in state or local community development organizations.

Table 1 contains the policy responses to each statement. In some cases there is not much agreement among states in terms of response. The rank (from low to high numbers) indicates the support of statements by directors.

It should be noted that while none of the respondents discouraged any of the six most supported statements, only joint program planning in Extension assignment of one agent with CRD responsibility in every county, and local determination of priorities for CRD work (statements 1, 2, and 9) were required in more than ten states. Involvement of elected or appointed state officials in CRD Extension work was not required in any state but was encouraged in forty-five states.

The combination of mixed responses and lack of policies with regard to the lower ranking statements leads to the conclusion that some of the statements described a condition that directors cannot generally support or oppose.

Statements 13-17 were clearly supported by more states than opposed. One would more often find policy support rather than opposition for dealing with controversial issues and with issues under consideration by

Table 1. Responses to Survey on State Level Policies by State Cooperative Extension Services with Statements Ranked from Most Supported to Most Opposed.

Statement[1]	Responses (Number of States)						Distribution Index[2]
	Required	Encouraged	Discouraged	Forbidden	Not Covered	No Response	
1	18	29	-	-	1	-	65
2	13	32	-	-	2	1	58
3	7	39	-	-	-	2	53
4	8	36	-	-	3	1	52
5	2	44	-	-	2	-	48
6	2	44	-	-	1	1	48
7	1	46	1	-	-	-	47
8	-	45	-	-	3	-	45
9	14	19	2	-	12	1	45
10	2	42	1	-	3	-	45
11	1	44	1	-	2	-	45
12	1	39	1	-	6	1	40
13	-	36	3	-	8	1	33
14	3	27	3	-	15	-	30
15	-	31	4	-	12	1	27
16	-	32	5	2	9	-	23
17	-	30	1	3	14	-	23
18	3	17	13	1	14	-	8
19	-	12	5	-	31	-	7
20	-	17	23	2	6	-	-10
21	-	7	33	3	4	1	-32

1/ Statements are listed on preceding pages.

2/ Calculated as follows: required, 2; encouraged, 1; discouraged, -1; forbidden, -2, not covered, 0; no response, 0.

legislative or other political bodies. Apparently most directors have the same faith in Extension's capability to deal with controversial issues as once attributed to public policy specialists (Thomas). One would also find that most states encourage the support of farm interests in dealing with community issues. Since state Extension Services are mostly located in colleges of agriculture, the tendency is probably to be expected as a response of directors to both the pressures of affiliation and tradition.

It should be noted that in spite of the number of states in which the subjects are not covered by policy, 75 percent of the respondents encourage the creation of community development organizations as an Extension method, and better than 60 percent encourage or require the assignment of some CRD responsibilities to every local Extension professional.

States were about evenly divided on policy statements 18 and 20, with more than two-thirds indicating that a policy position does exist. Thus, there is little agreement among states on multi-county or state Extension CRD work in lieu of county efforts. The same is true on the subject of Extension personnel providing direct leadership to community development groups and organizations. For statement 19 almost two-thirds of the respondents indicated no policy concerning written agreements to define roles and relationships between Extension CRD personnel and professionals in other community development agencies and organizations.

The most opposed policy statement was clearly number 21. Only three states indicated that it is forbidden for Extension personnel to serve as officers in state or local community development organizations, but thirty-three states discourage the practice. Seven states apparently would encourage such activity. Only four states indicated no policy.

Examination of policy positions submitted by the forty-eight states responding to the survey suggests several general implications. First, the directors are rather conservative with regard to the policies examined. In total there was very little that was either required or forbidden. Second, because of the degree of autonomy enjoyed by Cooperative Extension Services, each response represents policy for that state (or the lack of it). Thus, little can be said about those statements for which the states took opposite positions. One can only note that the directors do not agree. The disagreement may be either a reflection of variations in Extension's environment among states, variations in the individual philosophies of directors, or both.

In general, responses to the survey on state policies indicate a favorable climate for conducting community organization and leadership development work in Extension.

ORGANIZATION AND LEADERSHIP OBJECTIVES IN CRD

A total of 664 responses was received from the surveys of local Extension agents, district administrators, CRD specialists, and program leaders. Fourteen were discarded because the forms had either been only partially completed or instructions for completing the forms had been ignored. Twenty-three others were received too late to be included in the analysis. Thus, 627 responses were included in the data summary and analysis.

Of the 627 responses, 309 were from local Extension agents, 114 from CRD specialists, 88 from district administrators, and 54 from Extension workers with the title of CRD program leader.[2/] Twenty-two individuals did not indicate their position.

By geographic area of responsibility, 112 of the respondents had state-wide assignment, 161 had multi-county assignments, and 293 were assigned to a county. Sixty-one respondents did not indicate their geographic area of assignment.

Respondents were asked to estimate the proportion of their time spent on CRD. Responses ranged from 0 to 100 percent. There were 6.2 percent who indicated they did not devote any time to CRD responsibilities.

Twenty-two percent of the respondents were working full-time in CRD. One-third of the respondents worked 50 percent or more in CRD. On the other hand, one-half of the respondents spent less than 20 percent of their

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2/Some states have more than one person with the title of "program leader" within a given program area. Thus, at least four of the "program leader" responses were from specialists who do not have program-wide responsibility.

time on CRD Extension work. Thirty-nine respondents did not indicate the proportion of time spent on CRD work.

Although a uniform procedure was used in drawing a national sample, 173 of the respondents were from the North Central Region, 96 were in the Northeastern Region, 252 in the Southern Region, and 96 in the Western Region. Region was not indicated on ten survey forms.

Eight percent of the respondents indicated they had less than one year of CRD experience. Those who had three years or less accounted for 21 percent of the respondents. The average number of years of CRD experience was eleven, and the median was ten. Fifty respondents did not indicate the years of experience in CRD Extension work.

When asked to rate their own personal skills in CRD Extension work, 54 percent rated their ability as average; 30 percent rated their ability as above average. Only 13 percent were in the below average category. Nineteen individuals did not respond to the question.

None of the twenty-four objectives offered as possible goals of community organization and leadership development work were rejected. Initiating new organizations or groups to work for community improvements (Objective 24) received the least positive response. Even so, 61 percent of the respondents rated the objective as either important or very important (Table 2).

Table 2. Community Organization and Leadership Development Objectives Ranked According to Importance by Extension Personnel.

Objective[1]	Response: Very Important	Important	Not Important	No Response	Distribution Index[2]
	Percent				
1	77.2	21.7	1.0	.2	176
2	75.8	22.5	1.6	.2	174
3	70.7	27.6	1.6	.2	169
4	58.4	39.2	2.1	.3	156
5	56.6	40.4	2.9	.2	154
6	49.4	46.1	4.0	.5	145
7	49.4	45.3	4.9	.3	144
8	44.7	50.9	4.1	.3	140
9	42.4	51.7	5.7	.2	136
10	42.9	49.6	7.3	.2	135
11	40.5	53.4	5.6	.5	134
12	40.0	52.5	7.3	.2	132
13	41.0	49.1	9.9	-	131
14	39.4	51.4	8.6	.6	130
15	38.4	53.6	7.5	.5	130
16	35.2	55.8	8.6	.3	126
17	34.8	55.0	9.6	.6	125
18	36.2	52.2	10.7	1.0	125
19	33.5	54.9	10.8	.8	122
20	28.5	61.4	9.6	.5	118
21	25.4	58.5	15.6	.5	109
22	21.1	63.8	15.0	.2	106
23	19.3	63.3	16.9	.5	102
24	13.6	47.2	38.3	1.0	74

1/ Objectives listed on Pages 19 and 20.

2/ Calculated by weighting the percent giving each response as follows: very important, 2; important, 1; not important, 0; no response, 0.

Objectives of Community Organization and Leadership Development Efforts in CRD Extension Work
(Ranked in Order of Importance as Indicated in Table 2)

1. Encourage local initiative in making community improvements.
2. Encourage local determination of community development priorities.
3. Increase participation of lay leaders in community development.
4. Improve communications between agencies and organizations involved in community development.
5. Involve elected or appointed local officials in Extension CRD work.
6. Improve the decision-making ability of groups.
7. Coordinate resources and technical assistance available to communities.
8. Improve community development activities of voluntary citizens committees.
9. Increase participation of women in community development.
10. Increase public support for Extension CRD work.
11. Increase participation of youth in community development.
12. Improve community development policies and activities of local governments.
13. Conduct Extension programs on important CRD issues including those which are controversial.
14. Increase public understanding of leadership roles and role performance.
15. Increase public understanding of the role of organizations in community development.
16. Increase minority participation in community development.
17. Involve elected or appointed state and national officials in Extension CRD work.

18. Initiate Extension CRD work in counties where little or no CRD work has been done.

19. Help communities make visible community improvements quickly (less than 5 years).

20. Improve community development policies and activities of civic and service organizations.

21. Increase the total number of Extension CRD clientele.

22. Improve community development policies and activities of state and federal governments.

23. Create better understanding of group behavior.

24. Initiate new organizations or groups to work for community improvements.

NOTE: In the evaluation of Extension methods for community organization and leadership development (next section) each method was rated in terms of effectiveness for reaching each of 26 objectives. The two objectives added to the above list were:

25. Improve community development activities of individual citizens.

26. Help communities make visible community improvements in the long-run (more than 5 years).

There was considerable variation in responses concerning the importance of each objective. A distribution index was computed to facilitate comparisons. The larger the distribution index value, the more important was respondents' rating of the objective. Index values in Table 2 ranged from a low of 74 to a high of 176.

In spite of the variations, responses on the twenty-four objectives suggest that Extension people use many criteria as success indicators for community organization and leadership development work in CRD. Such a multiplicity of objectives could account for some of the difficulty in developing acceptable criteria for evaluation.

Interactions

There were a number of interactions between responses and the geographic area of responsibility of the Extension worker, the type of position held, the Extension region, and the years of experience in CRD work.

Responses were dependent on the geographic area of responsibility of respondents for fourteen of the twenty-four objectives (Table 3). The major difference in ratings of importance for the various objectives was between county workers and those with either multi-county or state-wide responsibilities.

In Table 3 there is little difference in the perceptions of multi-county and state-wide workers concerning the importance of objectives of community organization and leadership development efforts. The responses suggest that county workers perceive community organization and leadership development as less important than do multi-county and state-wide workers in the survey.

County workers rated thirteen of fourteen objectives less important than either multi-county or state-wide workers. County workers rated only the objective of helping communities make visible improvements quickly (Objective 19) as more important than did multi-county or state-wide workers.

Responses on objectives were dependent on the position of Extension workers for ten of the twenty-four objectives. However, ratings for objectives were less dependent on Extension position than on geographic area of responsibility. Because of the correlation between position and geographic assignment (i.e., program leaders and specialists tend to have state-wide assignments, district administrators multi-county, etc.) one

Table 3. Interactions Between Responses on Objectives and Geographic Area of Responsibility.

Objective[2]	Chi-square (4 d.f.)	Distribution Index[1]		
		Statewide	Multi-county	County
2	16**	182	184	168
3	22**	183	178	161
6	47**	160	164	132
8	10*	143	149	133
9	11*	148	140	131
10	25**	148	147	124
13	58**	162	147	114
16	11*	137	133	121
17	13*	127	136	117
18	20**	141	135	114
19	10*	108	121	127
21	23**	127	117	100
22	10*	112	113	97
23	31**	114	120	90

*Significant at the .05 level.
**Significant at the .01 level.

1/ Calculated by weighting the percent of each type response as follows: very important, 2; important, 1; not important, 0.

2/ Objectives listed on pages 19 and 20.

would expect similar interactions for the two variables. However, the data in Table 4 indicate significant interactions for only eight of the fourteen objectives for which responses had been dependent on geographic assignment. Also, interactions occurred between responses and position for Objectives 5 and 12, even though no significant interactions with geographic assignment occurred for either of these objectives.

By position, CRD program leaders indicated greater importance for objectives. CRD specialists, district administrators, and local agents followed in that order. Local agents consistently rated objectives in Table 4 lower than did the other Extension workers. Relationships between responses and position were well defined for the ten objectives.

There were also five objectives for which responses were related to the region (Table 5). Respondents in the Southern Region thought it much less important to conduct Extension programs on important CRD issues that might be controversial (Objective 13). Similarly, the Southern Region placed less importance on improving community development policies and activities of local governments (Objective 12) and improving the decision-making ability of groups (Objective 6). In contrast, the Southern Region placed the highest importance on increasing public understanding of leadership roles and role performance (Objective 14) and helping communities make visible improvements quickly (Objective 19).

The Southern Region was the most extreme in responses to objectives in Table 5. For each objective the Southern Region either rated the objective's importance lower or higher than the other regions. The only other index value which appears to single out one region is the high importance given by the North East Region to the improvement of community development

Table 4. Interactions Between Responses on Objectives and Extension Positions.

Objective[2]	Chi-square (6 d.f.)	Distribution Index[1]: Program Leaders	Administrators or Supervisors	Specialists	Local Agents
2	13*	185	181	178	168
3	24**	189	176	176	160
5	15*	172	157	158	147
6	49**	170	158	161	130
10	28**	152	135	154	124
12	15*	149	131	144	124
13	59**	159	133	160	113
18	23**	142	133	142	114
21	32**	138	112	125	100
23	19**	115	114	112	91

* Significant at the .05 level.
** Significant at the .01 level.

1/ Calculated by weighting the percent of each type response as follows: very important, 2; important, 1; not important, 0.

2/ Objectives are listed on pages 19 and 20.

Table 5. Interactions Between Responses for Objectives and Extension Region.

Objective[2]	:Chi-square: (6 d.f.)	Distribution Index[1]			
		North C.	North E.	Southern	Western
6	14*	150	152	137	155
12	18**	138	149	123	132
13	75**	150	152	104	145
14	13*	134	122	138	117
19	26**	112	110	138	115

* Significant at the .05 level.
** Significant at the .01 level.

1/ Calculated by weighting the percent of each type response as follows: very important, 2; important, 1; not important or no response, 0.

2/ Objectives are listed on pages 19 and 20.

policies and activities of local governments (Objective 12). Other high or low index values in the North East or Western Regions differed only slightly from the index value of one of the other regions. The North Central region did not give the highest or lowest measure of importance to any of the five objectives for which responses by regions were significantly different.

There was very little relationship between years of CRD Extension experience and ratings of importance for the twenty-four objectives. Responses varied with experience for only Objectives 10 and 11 (Table 6). The indicated importance of increasing public support for Extension CRD work was inversely related to the years of Extension CRD experience. There was also a sharp contrast in the views of respondents with 0 to 3 years of Extension CRD experience when compared to those with 4-10 years experience concerning the importance of increasing the participation of youth in community development. The least experienced workers felt it was a more important objective than the other groups. Those respondents with the least CRD Extension experience were probably younger and may have been reflecting the typically greater involvement of young Extension workers with 4-H clientele.

Table 6. Interactions Between Responses on Objectives and Years of CRD Experience.

Objective[2]	Chi-square (6 d.f.)	Distribution Index[1]: 0-3 Years	4-10 Years	11-20 Years	More than 20 Years
10	23**	145	141	134	110
11	14*	147	126	137	135

* Significant at the .05 level.
** Significant at the .01 level.

1/ Calculated by weighting the percent of each type response as follows: very important, 2; important, 1; not important or no response, 0.

2/ Objectives are listed on pages 19 and 20.

ORGANIZATION AND LEADERSHIP METHODS IN CRD

Extension personnel were asked to indicate the effectiveness of three approaches to Extension CRD work in community organization and three approaches to Extension CRD work in leadership development.

Community Organization Methods

Extension personnel were given the following definitions to use in responding to statements concerning the effectiveness of community organization approaches for the various objectives:

a. Creating community organizations in CRD Extension work

The professional Extension worker sets up the organization required for people to plan, evaluate proposals, and initiate action on community improvement projects. The Cooperative Extension Service provides clerical assistance, handles correspondence, etc. (i.e., the organization exists as an adjunct of the Cooperative Extension Service or the land-grant university and the people involved depend on the Cooperative Extension Service or the land-grant university to maintain the organization).

b. Providing organizational training in CRD Extension work

The professional Extension worker provides highly structured learning experiences designed to improve knowledge, attitudes and skills in organization theory, planning and budgeting, etc. (i.e., the Cooperative Extension Service attempts to improve community organization through training).

c. Providing support for community organizations in CRD Extension work

The professional Extension worker serves as a resource person and provides support for existing community organizations as these conduct community improvement efforts (i.e., the Cooperative Extension Service provides technical support to organizations that exist independent of Cooperative Extension or the land-grant university).

Using the above definitions, respondents were asked to indicate how effective they feel each approach is for accomplishing twenty-six specific objectives. The twenty-six objectives included the twenty-four community organization and leadership objectives previously rated, plus (25) improve community development activities of individual citizens, and (26) help communities make visible community improvements in the long-run (more than 5 years).

For purposes of comparing responses on the effectiveness of each of three methods of doing community organization work, distribution index values were computed (Table 7). For every objective respondents rated "creating community organizations" as the least effective method. Providing support for community organizations was rated the most effective method for all but three of the twenty-six objectives.

The objectives for which respondents felt that providing organizational training would be more effective than providing support for existing community organizations were:

Objective 23 -- creating better understanding of group behavior,

Objective 6 -- improving the decision-making ability of groups,

Objective 14 -- increasing public understanding of leadership roles and role performance.

The average difference in the distribution index between method a (creating community organizations) and method b (providing organizational training) was 53.8 with a 3.67 standard deviation. From method b to method c (providing support for community organizations) the average difference in the distribution index was 17.3 with a 2.17 standard deviation. Thus, the increases in distribution index values from a to b

Table 7. Distribution Index for Three Methods of Community Organization Work[1/].

Objective[2/]	Method[3/] a	b	c	Objective[2/]	Method[3/] a	b	c
1	80	130	152	14	52	132	128
2	70	128	152	15	54	127	134
3	79	134	148	16	74	118	125
4	56	120	142	17	38	78	116
5	54	106	142	18	109	130	145
6	47	143	138	19	98	117	148
7	69	114	150	20	44	116	143
8	71	134	148	21	76	119	146
9	82	133	140	22	38	86	116
10	79	120	148	23	49	136	122
11	95	130	133	24	100	128	135
12	50	115	140	25	79	126	134
13	42	104	133	26	75	135	151

1/ Computed by weighting the percentage of each type response as follows: very effective, 2; somewhat effective, 1; not effective, 0; harmful, -1.

2/ Objectives listed on pages 19 and 20.

3/ Methods were as follows:

a. creating community organizations
b. providing organizational training
c. facilitating and supporting organizations

and from b to c are significant at much better than the .01 level. There is no doubt that Extension personnel consider the provision of support for existing community organizations as a more effective way of doing community organization work than providing organizational training. Also, they consider both methods much more effective than creating community organizations.

The relative distribution of responses for each objective and each method of community organization work is given in Appendix Tables 1-3.

Leadership Development Methods

When Extension personnel were asked to rate the effectiveness of three leadership development methods, the following definitions were furnished:

a. Providing direct leadership in CRD Extension work

The professional Extension worker serves as the leader for a clientele group that is involved in one or more community improvement projects or activities (i.e., the professional Extension worker supplies leadership).

b. Providing leadership skill training in CRD Extension work

The professional Extension worker provides highly structured learning experiences designed to improve knowledge, skills, and attitudes of Extension clientele in areas such as group dynamics, parliamentary procedure, social action process, group decision-making, problem solving techniques, etc. (i.e., the professional Extension worker attempts to increase the supply of local leadership through training).

c. Facilitating and supporting leadership in CRD Extension work

The professional Extension worker serves as a resource person and provides support to local leaders as they proceed with community improvement efforts (i.e., the professional Extension worker provides technical support to local leadership that already exists in the community).

Respondents rated these methods for effectiveness in accomplishing the same twenty-six objectives used in testing community organization methods. Distribution index values were computed and compared for the three methods (Table 8). For every objective except 7 (coordinating resources and technical assistance available to communities) providing leadership skill training was rated as a more effective method of leadership development than providing direct leadership. The average distribution index value for leadership training was 45.7 higher than the average for providing direct leadership. The standard deviation of differences between the two methods was 4.51. The difference in responses was highly significant.

Method c (facilitating and supporting leadership) was rated as more effective than leadership training for twenty-two of the twenty-six objectives. The four exceptions where training was considered to be more effective were:

Objective 23 -- creating better understanding of group behavior,

Objective 6 -- improving the decision-making ability of groups,

Objective 11 -- increasing participation of youth in community development,

Objective 14 -- increasing public understanding of leadership roles and role performance.

The average distribution index value for facilitating and supporting leadership (method c) was 21.8 higher than the average for leadership training (method b). The standard deviation of differences between b and c was 2.71. The difference is highly significant.

See Appendix Tables 4-6 for the relative distribution of responses for each objective and each of the three methods of leadership development work.

Table 8. Distribution Index for Three Methods of Leadership Development[1/].

Objective[2/]	Method[3/] a	b	c	Objective[2/]	Method[3/] a	b	c
1	69	126	158	14	70	130	127
2	63	123	155	15	81	122	131
3	56	141	152	16	66	115	132
4	109	117	144	17	55	72	123
5	68	102	152	18	116	125	145
6	57	149	139	19	99	114	151
7	122	101	145	20	72	119	149
8	72	138	155	21	67	126	157
9	64	139	147	22	49	71	115
10	77	121	149	23	70	137	115
11	88	138	134	24	91	121	140
12	62	106	142	25	75	132	145
13	58	104	135	26	62	137	156

1/ Computed by weighting the percentage of each type response as follows: very effective, 2; somewhat effective, 1; not effective, 0; harmful, -1.

2/ Objectives listed on pages 19 and 20.

3/ Methods were as follows:

a. providing direct leadership
b. providing leadership training
c. facilitating and supporting leadership

Interactions

Responses concerning the effectiveness of the three community organization methods and three leadership development methods were not independent of geographic area of assignment, Extension position, or region of the United States in which the Extension worker is employed. Few responses were found to be related to years of Extension CRD experience. Index values by method and objective are given in Appendix Tables 7-14 for significant interactions.

Significant interactions between responses on community organization methods and the Extension worker's geographic area of responsibility occurred in twenty-three of seventy-eight responses involving sixteen of the twenty-six objectives. Extension workers with state-wide responsibilities rated the effectiveness of creating community organizations lower than personnel with multi-county assignments. Likewise, personnel with multi-county assignments considered creating community organizations as less effective than did county personnel. Thus, the rating given method a (the creation of community organizations) was inversely related to the size of geographic assignment of respondents (Figure 1).

The opposite trend prevailed in the way Extension personnel rated method b (providing organizational training). Extension personnel with state-wide assignments gave the method the highest rating. Those with county assignments gave organizational training a lower rating than multi-county or state-wide personnel.

Providing support for community organizations was rated approximately the same by state-wide and multi-county workers. County workers gave method c a lower rating than did the others.

Because geographic assignment and Extension positions are closely related, much of the pattern of responses in Figure 1 is duplicated in Figure 2. Since local agents are primarily made up of county personnel, it is not surprising that local agents gave a relatively higher rating to creating community organizations (method a) and relatively lower ratings to providing organizational training (method b) and providing support for community organizations (method c).

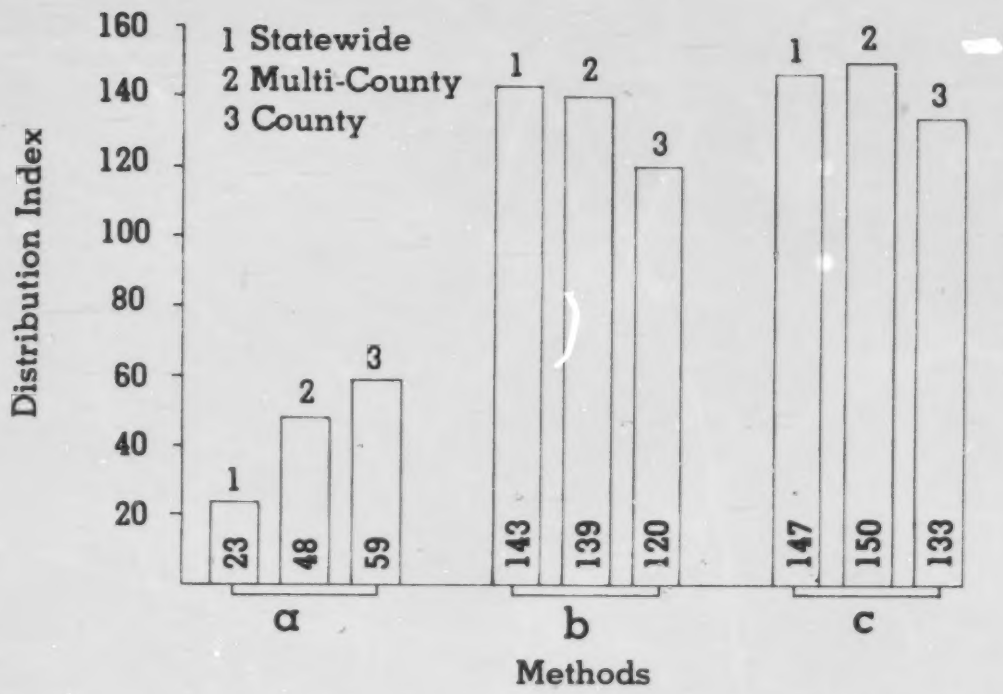

Figure 1 Average Distribution Index Values for Significant Interactions Between Community Organization Methods and Geographic Area of Responsibility

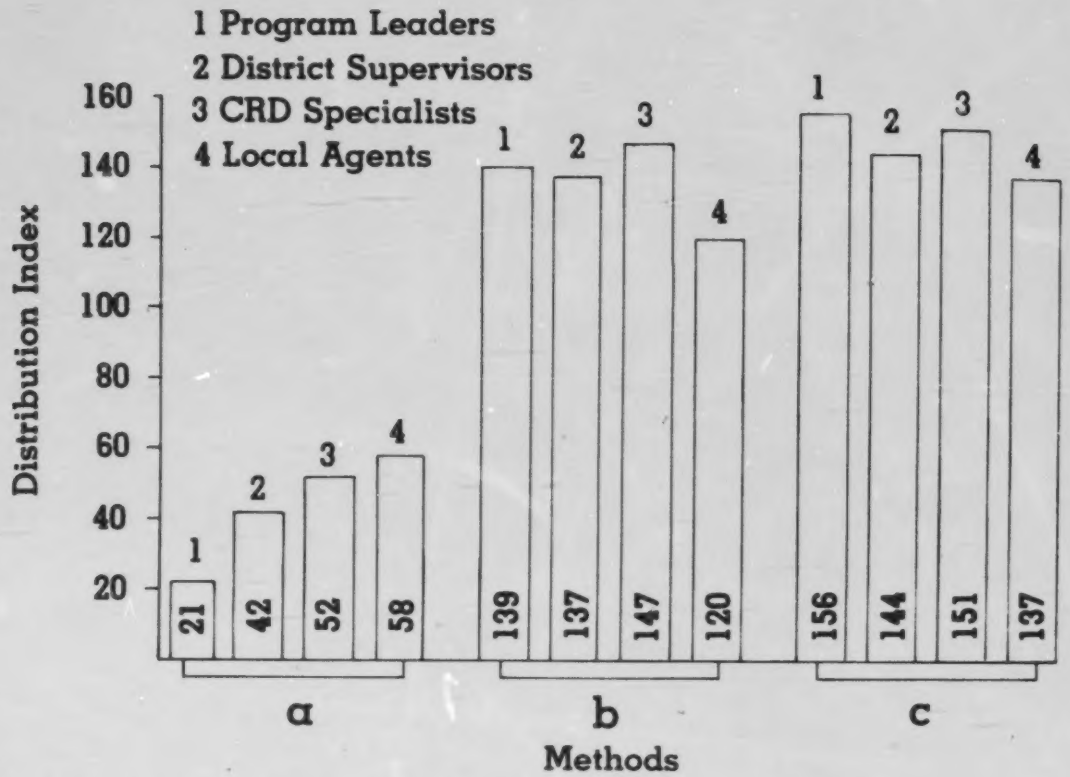

Figure 2 Average Distribution Index Values for Significant Interactions Between Community Organization Methods and Extension Positions

Except for the pattern of responses on method a, program leaders and CRD specialists gave the higher ratings to methods b and c, while district administrators and local agents gave the lower ratings for these two methods.

In rating effectiveness of methods, responses which were significantly different by region (averaged over the objectives involved) showed the Southern Region giving the highest rating to method a, followed by the North Central and North East. The Western Region gave method a the lowest rating of effectiveness (Figure 3).

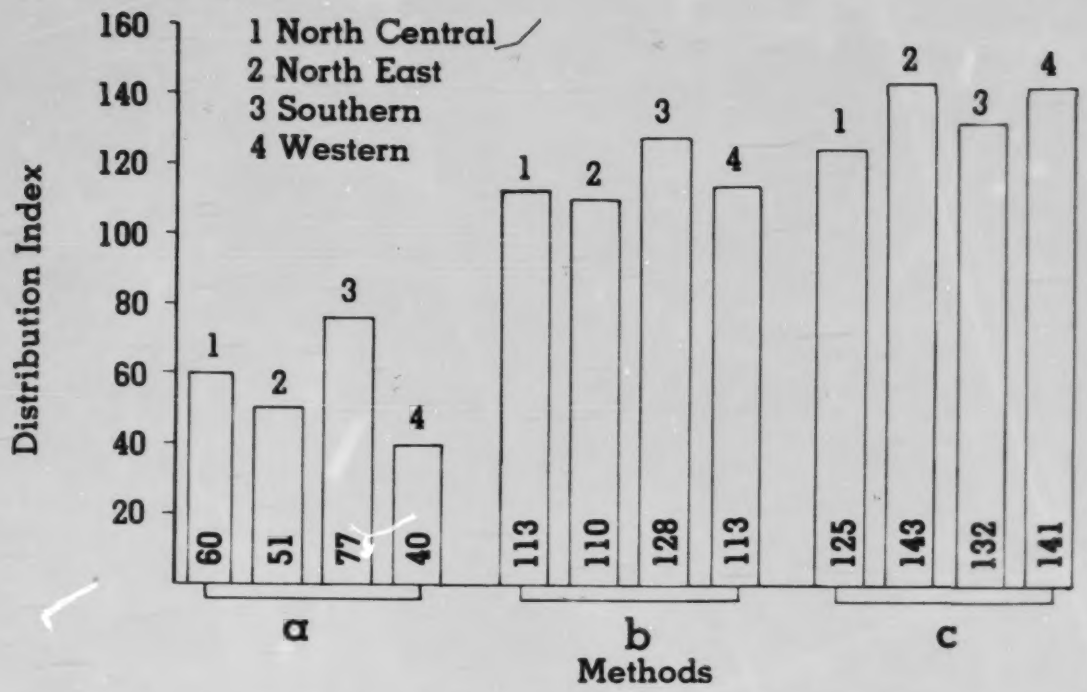

Figure 3 Average Distribution Index Values for Significant Interactions Between Community Organization Methods and Extension Regions

For method b the South gave a higher rating of effectiveness than the other three regions. For method c the North East and Western Regions gave the higher ratings, while the North Central and Southern Regions gave lower average ratings.

Significant interactions between responses on leadership development methods and the geographic area of responsibility of Extension personnel indicate ratings increase for method a as the geographic area of assignment decreased. Just the opposite is true for methods b and c, where county personnel gave both methods the lowest relative rating and state-wide personnel gave the highest ratings (Figure 4).

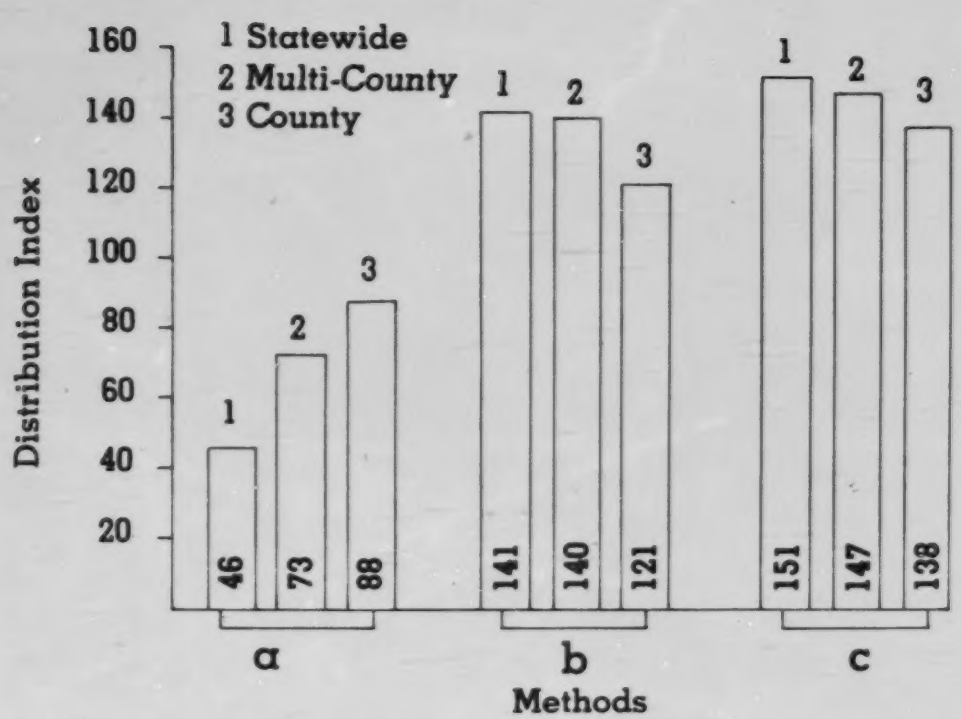

Figure 4 Average Distribution Index Values for Significant Interactions Between Leadership Development Methods and Geographic Area of Responsibility

By Extension positions, average responses for method a went from low ratings by program leaders to highest ratings by local agents. CRD specialists rated method a similarly to program leaders, while district administrators gave ratings closer to those by local agents (Figure 5). Leadership development methods b and c received the highest ratings from program leaders and specialists, while local agents and district administrators gave the lower ratings.

The Western Region gave the lowest rating to method a (providing direct leadership). North Central, North East, and the Southern Region

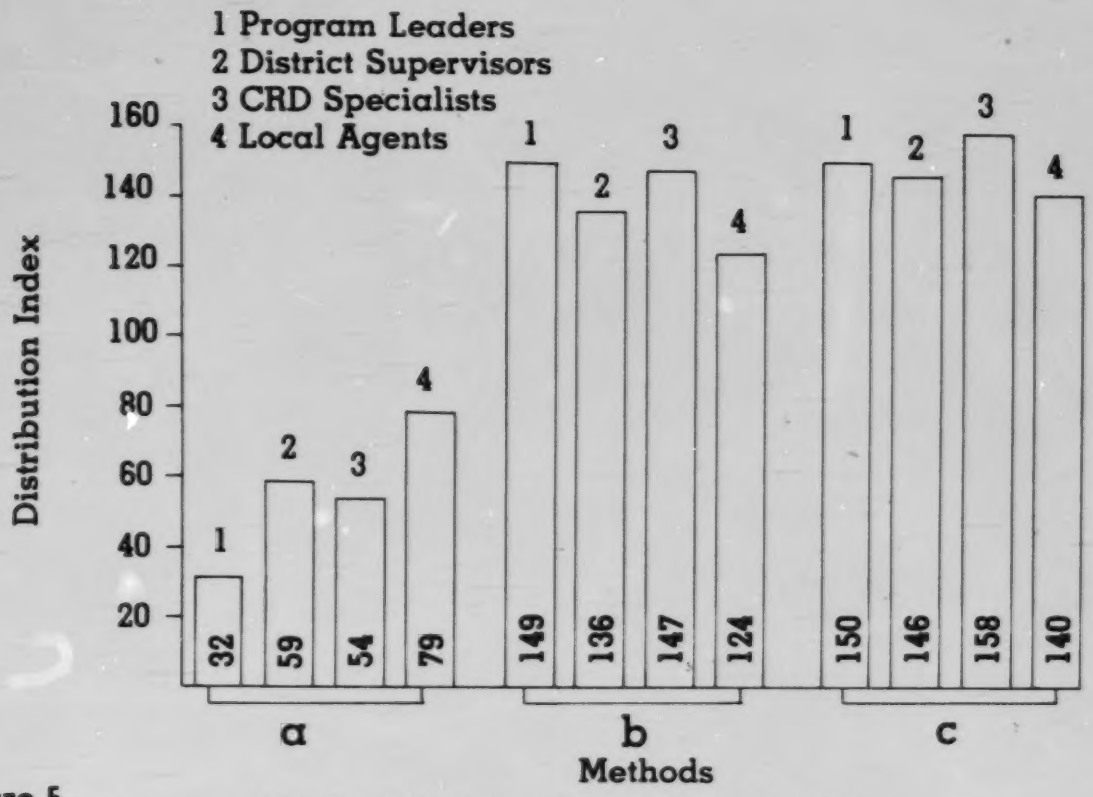

Figure 5 **Average Distribution Index Values for Significant Interactions Between Leadership Development Methods and Extension Positions**

gave, in that order, increasingly higher ratings of effectiveness for direct leadership (Figure 6).

All regions except the Southern Region rated the effectiveness of method b about the same. The Southern Region gave a slightly higher rating for method b than given by the other three regions.

Average index values for facilitating and supporting leadership (method c) were highest for the North East Region, followed by Western, North Central, and Southern.

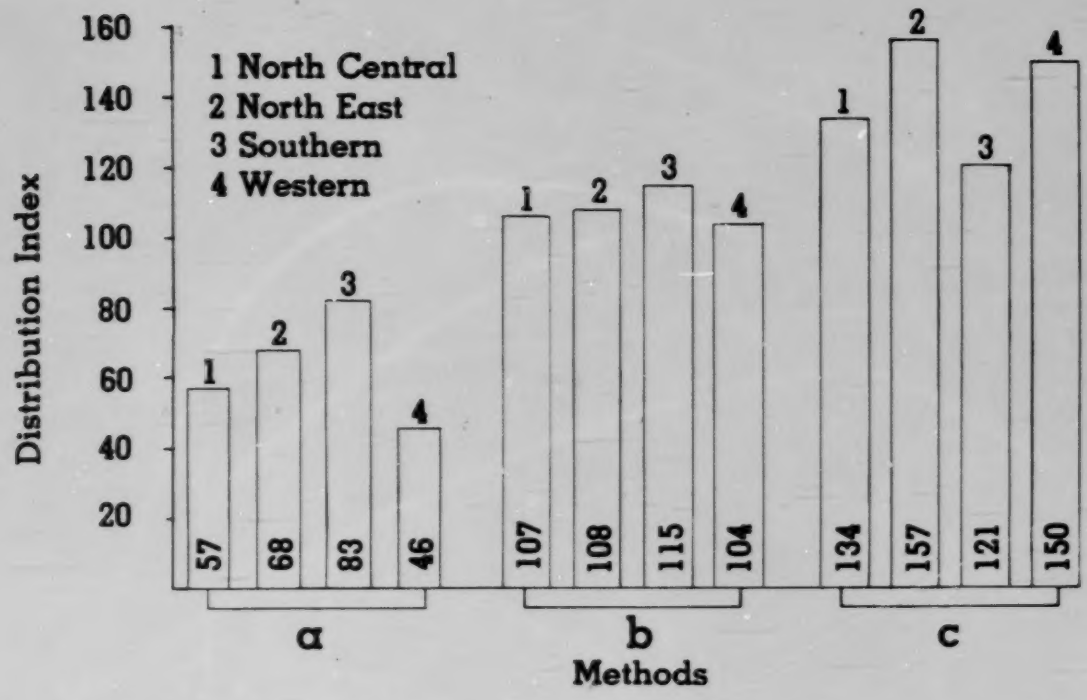

Figure 6 Average Distribution Index Values for Significant Interactions Between Leadership Development Methods and Extension Regions

PROJECT EVALUATIONS

An evaluation was made of eight specific community organization and leadership development projects in eight states. The task force designed the effort to obtain evaluations from Extension personnel and from Extension's clientele. In the process of identifying projects and determining what was done, additional information was obtained concerning Extension's perception of purposes in doing community organization and leadership development work.

Different ways to conceptualize development explain some of the differences in Extension methods employed. Three distinctions which can be found in concepts of community development (Macheracher, et al., p. 7) deal with the ultimate purpose:

1. changing the resources of a community,
2. changing the process of decision-making or problem solving, or
3. changing the competencies of individuals in the community.

The authors suggest that economists and politicians most frequently subscribe to the first concept of development; community change agents subscribe to the second; and individual community members supposedly hold the third view. However, there has been long-standing debate among Extension personnel over process versus improvement of facilities and services as an objective (changing resources) for community development work. Support for changing the competencies of individuals as the ultimate objective has also been expressed by some professionals in community development (Littrell).

Some development efforts by Extension could easily have all three types of impacts. Nevertheless, the ultimate objective of a development effort, as perceived by the professional, could significantly affect the approach which the Extension professional might use.

The task force examined specific Extension efforts in community organization and leadership development work. Eight states were randomly selected, two from each of the four Extension regions in the United States. The state leader of Extension CRD work was contacted by telephone and asked to identify specific Extension efforts in community organization and/or leadership development. Using the information obtained, a single project was selected for which clientele could be identified.

An additional contact was made with the local Extension professional most involved with the work. The professional responded to questions which covered basic facts, personal evaluation of the project, how Extension was involved, and identification of clientele who could be contacted.

The Extension workers most directly involved in each of the eight projects included: 3 county Extension agents, 3 county home economists, 1 county CRD agent, and 1 area resource development specialist. All of the projects were either county-wide or sub-county in scope.

The clientele identified by Extension and interviewed during the study included 29 men and 28 women. The total clientele represented 31 different primary occupations. The most duplicated primary occupations were nutrition site managers (6), homemakers (7), farmers (5), retired (5), and bankers (3). Only three of the clientele were holding public office, a secondary activity for all three.

All but five of the clientele interviewed were homeowners. Approximately half were over 50 years of age. Three were less than 30 years old. Nine of the clientele had graduate school training in s[illegible]eld. Twelve others were college graduates, and an additional nine had some college training. Only four had not completed high school, two of whom had some high school training. The other two had completed grade school.

The eight projects in which the fifty-seven clientele were involved illustrate a variety of ways Extension uses community organization and leadership development in community development work. The number of clientele interviewed per project ranged from four to fourteen. Even though there was repetition in what was described by clients, there were some widely varying descriptions of Extension's involvement. In spite of some similarities, each project is described as a separate case.

Project 1

Three years ago an area resource develpment specialist began offering some leadership training in the form of a community development workshop. The total time devoted to the workshop by participants was approximately eight hours in three sessions. The topics were related to the process of community development and the effective participation of groups and individuals. The workshop training was provided by the specialist to those counties in which the Extension staff requested the training for clientele. The ultimate objective of the training was to generate enough interest so that local Extension agents could follow up and establish CRD committees and task forces to work on specific community improvement projects.

In some cases county Extension agents had already organized a CRD committee, and the leadership training was offered as one of the first

projects of the committee. In such cases the training was used to generate public interest in community development. Enrollment in the workshop was normally promoted with slide tape presentations to various organizations in advance of the workshop. There was also promotional advertisement through mass media.

The participants interviewed were from three different workshops which had been conducted by the area resource development specialist. Fourteen participants were interviewed. All fourteen were happy they had participated in the workshop.

Comments by participants were quite favorable on the way the workshop training had been conducted. Expressions of disappointment or suggestions for improvement were only minor. A couple of participants indicated they had already used some of the knowledge gained in specific community improvement efforts in which they are involved. On the positive side also, several other participants mentioned that key people attended the workshop who are in positions to use effectively the knowledge gained for better decisions and more effective community improvement efforts.

A few participants were not certain as to how the training would affect community development but generally had a positive attitude that it would. Only one participant was unaware that Extension had conducted the training.

In the interview clientele were asked to give an overall rating of community development work by Cooperative Extension Service. Responses from workshop participants were mixed, with a number of participants indicating that this training was their only contact with community development work by Cooperative Extension Service. However, a number of

those who indicated a lack of familiarity with Extension Service work in community development still expressed the feeling that Extension's involvement and effort in this area should be increased either moderately or substantially. Some said it should be held about the same. Most of the participants declined to rate the community development program of Cooperative Extension because of a lack of confidence in their basis for judgment.

In summary, response to the community development workshops was the most positive of any of the formal training efforts reviewed in the study. Extension had gained respect from participants for knowledge of the community development process and for ability to pinpoint critical events in achieving community improvement. Most participants felt that Extension either had already contributed or could contribute to community development efforts.

Project 2

A county Extension coordinator arranged for training to be conducted in his county for newly-elected local government officials. This training on the legislative powers and duties of local officials had been made available to counties in his state by Extension specialist personnel. The specialists recruited members of an advisory council for assistance with planning and also arranged for instructors to conduct the training. The training consisted of eight hours of instruction--one session per week for four weeks.

Although the training was designed for newly-elected officials, the people attending the training who were not elected officials outnumbered those who were. In some cases, the nonelected people were aspirants to

office. Others simply wanted to know more about what local government officials were supposed to be doing.

All of the participants interviewed were fully aware that Extension had provided the training. The general attitude toward the training received was positive. Disappointments were limited to expressions such as concern over the lack of attendance by people who could have learned some things that would have been beneficial to both local government officials and to citizens in general.

One participant indicated the objective viewpoint associated with the university was needed for such training to be effective. Another participant felt the training could probably have been conducted by some other agency but felt Extension has a good reputation for quality in such workshops.

In spite of the positive responses given by participants, they were not able to be very specific about how the training might affect community development.

Most of the participants indicated they did not feel qualified to rate the Cooperative Extension Service program efforts in community development work. For most the local government training had been their only real contact with the Extension Service. In spite of this, one of the participants felt Extension efforts in the area of community development work should be increased substantially. Two other participants who rated Extension's effort in community development as moderately effective also recommended a moderate increase in such efforts.

Project 3

Twelve years ago a county Extension agent organized a county study committee. The local Extension office used a reputational survey to identify knowledgeable and influential people to serve on the study committee. After the committee was established the county Extension agent served as advisor and resource person to help obtain information and other resources the study committee needed. The purpose in establishing the study committee was to increase the quantity and quality of local decisions concerning opportunities for community improvement.

Over the twelve-year period since it was organized approximately thirty people have participated as members of the study committee. The annual calendar calls for monthly meetings from September through May. Officers are elected at the May meeting and work for the coming year is normally outlined at that time.

Five participants on the study committee were interviewed. All of the participants were well aware that Extension Service was heavily involved in the study committee's activities. All of the participants were also quite positive about the value of Extension efforts in community development. Four of the five people interviewed indicated the study committee would not function nearly as well without Cooperative Extension involvement. One individual felt the study committee would not have been started without Extension involvement.

Study committee members were quite articulate and very positive in their attitude toward what had been accomplished through the committee's efforts and Cooperative Extension Service. Some specific benefits mentioned by participants included: establishment of emergency ambulance

service, a move from county to area-wide planning (which included municipalities) and current efforts on reducing the problem of rural crime.

Project 4

The county Extension agent in CRD described the formation of a group of leading citizens who represented county government, the Farm Bureau, civic associations, the League of Women Voters, the NAACP, the Grange, and the Chamber of Commerce. The group was formed more than three years ago to pick an issue and determine what should be done about it. The representatives of these agencies came together and decided that land-use was a major problem.

This land-use committee decided to emphasize education in tackling land-use problems. With the support of the Extension staff and nearly $3,000 in grant funds from Title I of the Higher Education Act, several publications were prepared on various topics related to land-use. After about one year of effort the group decided to form a speakers' bureau. The bureau addressed some 50-60 groups throughout the county and discussed topics of interest in land-use. In total the project lasted approximately eighteen months and has been completed for two years.

The main contribution of Extension was organizing the group that carried out the several functions related to land-use. Extension provided staff support.

A number of the persons who worked with the land-use committee later got involved in working with the county planning commission. Some even became county commissioners.

Eight participants on the land-use committee were interviewed. It was obvious that they had been thoroughly involved in the whole effort.

It was also apparent they had been carefully picked because of their ability to think through the issues surrounding land-use.

The participants were quite proud of their efforts. They were pleased they had participated. They were also very appreciative of the role of Cooperative Extension in helping to address such complex and controversial issues. The ability of Extension personnel to deal with land-use in an objective manner, and the reputation of the university as an institution without any prejudicial viewpoint or selfish motive were mentioned by participants as critical elements which gave credibility to the committee's efforts.

There was no indication in the interviews that Extension received much publicity from the work on land-use. However, in addition to credit for publications, there is no doubt that members of the committee were fully aware of the critical role which Extension played in the project. They were also quite willing to attest to the importance of that role as played by Cooperative Extension.

Project 5

In 1963 a number of rural people and the farm organizations of a rural county were particularly strong in their desire to get a rural water system. The county Extension agent decided to provide assistance. He did this by providing leadership to create a study committee of fifteen people. In addition to helping organize the group, he served as a resource person, kept minutes of meetings, and kept the organization going until a rural water company was formed.

About 1966 the organization really began to move and by 1969 had obtained a loan for $1.2 million to construct a rural water system.

Since that time the company has expanded the supply of water and the area served.

This particular community development project had a big impact on quality of life in the rural area. Running water made it possible for people to add bathrooms to their homes, install washing machines, wash their automobiles, grow lawns, and have a number of other conveniences that most other families of the country take for granted. Thus the quality of family living improved substantially as a result of the rural water project.

Five people were identified by Extension as key people who were involved in the early stages of the project. Two of these were quite aware of Extension input and gave credit to Cooperative Extension for having initiated the project, for providing temporary office space, and for handling a great deal of correspondence for the group. Two others mentioned only that Extension had helped a little in initiating the project, but they were not as specific as to what Extension had actually done. One of the participants was unaware that Extension had anything to do with the project. This was true even though he was involved in soliciting tap fees and earnest money prior to construction of the water system.

When participants of this project were asked to rate the overall effectiveness of Extension's community development efforts, the responses ranged from very low to very high. Two people indicated they were unfamiliar with Extension's efforts in community development and, therefore, could not respond to the question. One individual who gave Extension a low rating felt that any efforts by Cooperative Extension Service should be reduced substantially. His attitude was that government just isn't effective at anything.

Project 6

The Extension home economist responded to a request for community development training by a supervisor of nutrition-site managers. These site managers worked for the Area Agency on Aging. That agency also helped to pay for resource materials used in the training. The two-day leadership workshop in community development was a multi-county effort and involved the county Extension home economist, an area CRD agent, and a state Extension family life specialist.

Eleven participants in the two-day workshop were interviewed. All of the participants attended the training in an official capacity as part of their employment.

The participants generally expressed satisfaction over having participated in the workshop. The training was described as enjoyable and participants felt it would help them either in communications with community leaders or in doing their work as nutrition-site managers in the community. The participants were not able to be more specific concerning possible benefits of the training.

Although the participants knew that Cooperative Extension conducted the training, some were not sure how big a part Extension played in initiating the workshop. The participants were evenly divided between those who felt the workshop would not have been held without the participation of Extension personnel and those who felt the training was required and would have been conducted anyway. Only two people felt the training could have been conducted just as well by some other agency.

Several participants expressed a negative reaction to the location in which the training was held, the facilities, and to one of the workshop

speakers. When asked to evaluate Extension community development work, most of the participants declined for lack of contact or knowledge of the program.

Compared to the other cases studied, participants in this particular workshop were less specific and less articulate in their expression of possible benefits from their experience with Extension training.

Project 7

About four years ago a county Extension office spearheaded a community survey which was done county-wide to study priority needs in community development. One of the needs identified was recreation. A committee was formed to assess the facilities and services available in the area of recreation and to make recommendations concerning needed changes. The Extension objective in the project was simply to help the citizens of the county who were interested in improvement of recreation facilities and services to accomplish their objectives.

With the help of a CRD recreation specialist from the land-grant university, a report which inventoried facilities and programs in recreation was assembled. As a part of the report there were more than two pages of recommendations to county government. The recommendations all centered around the establishment of a county-wide recreation department. The department was to be governed by a board of seven people, and its function was to coordinate existing programs and to develop additional opportunities for recreation.

Since the county government did not adopt the recommendation of the study committee, the participants on the recreation committee were somewhat

disappointed in their effort. Some participants did mention better coordination between existing programs and better utilization of school recreation facilities during summer months as accomplishments. The establishment of an additional ballfield and construction of a boat ramp were also mentioned as improvements which the committee had helped achieve, even though they had not succeeded in getting a county recreation department established.

It was possible to contact only four members of the recreation committee. All of these knew that Extension had worked with the committee, but there was variety in responses as to how the project would have fared if Extension had not been involved. One participant felt that the project would have failed without Extension, while another felt it would not have fared as well. One participant felt the project would have fared about the same, and the fourth did not know.

While members of the recreation committee were disappointed over the lack of impact on adminstration of recreation in the county, one member expressed concern that the committee had been too ambitious in recommendations -- to the point of failing to be realistic. None of the committee members regretted having participated, and all felt they had gained some personal satisfaction or benefit from the effort. In the final analysis, however, the ad hoc committee [illegible]ed on the basis of Extension leadership had failed to have the intended impact on local government. Therefore, members of the committee were somewhat frustrated. The attitude toward Extension work in community development was positive, but not enthusiastic.

Project 8

Cooperative Extension was holding a county-wide meeting of citizens who were advising Extension of improvements they would like to make in the county. At this meeting, which was held about six years ago, a suggestion was made concerning the establishment of a historical society. Later the Extension home economist who was working in the county at that time contacted a couple of key individuals and further discussed the need for such an organization. With a confirmation of interest, the home economist invited several people to a meeting. She also invited a representative of the state historical society, who served as a resource person to advise the group concerning procedures for establishment of such an organization. The group decided to follow up on the project and established a local historical society.

The importance of this society was influenced by the rich history of old Spanish families who had settled in that particular county. That history, combined with an average population age of about 55, were two main reasons for such strong, local interest in preserving the history of the area.

The participants interviewed were quite pleased with activities of the society. They were also happy they had participated as members and felt the community had benefited from the society. Since the society was organized five years ago, some members contacted were only recently involved and, therefore, were unaware that Extension had been instrumental in the organization effort. Those who were aware of how the society came into existence indicated it would not have been started without the efforts of Cooperative Extension.

The historical society resulted from Extension's response to a need identified by citizens. Extension organized the most interested individuals, who provided leadership to meet that need. Although the effort did not gain for Cooperative Extension a great deal of credibility or recognition for community development work, even among the members of the society, it also did not require a great deal of effort on the part of Extension Service personnel.

The historical society is one of those visible organizations which Cooperative Extension can point to as an outgrowth of a community-wide effort to identify possible areas of community improvement. Extension's organizational effort had an impact through an ad hoc committee. The result was a historical society with membership open to the public. The organization represents one asset for a better quality of life for citizens in that county. Thus, it exemplifies a tangible type result of community development efforts by Cooperative Extension Service.

Summary of Projects

In the study of specific projects an effort was made to contact the local Extension worker who was most involved in that particular effort. For each of the eight project activities studied the Extension worker was asked to rate the effectiveness of the project. The Extension worker had three choices: highly successful, moderately successful, or unsuccessful (Table 9). Half of the projects were rated highly successful by the Extension worker most involved. The other half were rated moderately successful. There was no evidence of correlation between the rating given by the Extension worker and evaluations by clientele who participated.

Table 9. Evaluation of Specific Extension Projects Involving Community Organization and/or Leadership Development.

Type of organization or leadership work	Study Committees		Project Committees			Training Workshops			
Criteria / Project	3	4	5	7	8	1	2	6	Total[1]
Extension Evaluation[2]	b	a	a	b	b	a	a	b	
	Percent								
Participants Interviewed	8.8	14.0	8.8	7.0	7.0	24.6	8.8	21.0	100.0
(Participant Evaluation) Without Extension the Activity would have:									
never been started	1.7	7.0	1.7	-	5.3	5.3	-	10.5	31.6
failed	-	-	-	1.7	-	1.7	-	-	3.5
not fared as well	7.0	7.0	5.3	1.7	-	14.4	5.3	1.7	42.1
fared about the same	-	-	-	3.5	-	1.7	3.5	8.8	17.5
fared some better	-	-	-	-	-	-	-	-	-
fared much better	-	-	-	-	-	-	-	-	-
Did not know Extension was involved	-	-	1.7	-	1.7	1.7	-	-	5.3
Did participant feel good about having participated?									
Yes	8.8	14.4	8.8	5.3	7.0	24.6	8.8	21.0	98.3
No	-	-	-	-	-	-	-	-	-
Undecided	-	-	-	1.7	-	-	-	-	1.7

Table 9. Evaluation of Specific Extension Projects Involving Community Organization and/or Leadership Development (Continued).

Type of organization or leadership work	Study Committees		Project Committees			Training Workshops			
Criteria / Project	3	4	5	7	8	1	2	6	Total[1/]
Was the activity good for the community?									
Yes	8.8	12.3	8.8	3.5	7.0	19.3	7.0	12.3	78.9
No	-	-	-	-	-	-	-	-	-
Undecided	-	1.7	-	3.5	-	5.3	1.7	8.8	21.0
How effective is Extension's Community Development work?									
very low	-	-	-	-	-	-	-	-	-
low	-	-	1.7	-	-	-	-	-	1.7
moderate	-	1.7	1.7	1.7	1.7	1.7	1.5	-	12.3
high	1.7	10.5	-	1.7	1.7	8.8	-	5.3	29.8
very high	5.3	1.7	1.7	1.7	-	1.7	-	3.5	15.8
don't know	1.7	-	3.5	1.7	3.5	12.3	5.3	12.3	40.3

Table 9. Evaluation of Specific Extension Projects Involving Community Organization and/or Leadership Development (Continued).

Type of organization or leadership work	Study Committees		Project Committees			Training Workshops			
Criteria / Project	3	4	5	7	8	1	2	6	Total[1/]
Should CES efforts be:									
increased slightly	-	3.5	-	-	-	3.5	-	3.5	10.5
increased moderately	-	3.5	1.7	1.7	-	3.5	3.5	3.5	17.5
increased substantially	-	1.7	-	-	-	7.0	1.7	1.7	12.3
held the same	7.0	5.3	1.7	-	3.5	7.0	-	3.5	28.1
decreased slightly	-	-	-	-	-	-	-	-	-
decreased moderately	-	-	-	-	-	-	-	-	-
decreased substantially	-	-	1.7	-	-	-	-	-	1.7
don't know	1.7	-	3.5	5.3	3.5	3.5	3.5	8.8	29.8

1/ Percent totals may not equal 100.0 due to rounding.

2/ Extension personnel had the following choices in rating the activity:

a = highly successful
b = moderately successful
c = unsuccessful

The overall reaction of clientele to the projects involving community organization and/or leadership development work was favorable. Slightly more than one-third of the participants indicated the projects would never have been started or would have failed without Extension's involvement. Forty-two percent indicated the projects would not have fared as well, while only 18 percent felt the projects would have fared about the same. Five percent of the participants did not know that Extension had been involved in the project.

All but one of the fifty-seven participants indicated they felt good about having participated in project activities. One person was undecided. When participants were asked if project activites were good for the community, 79 percent said yes. The other 21 percent were undecided.

Participants were also asked how effective they felt Extension's efforts have been in community development. Forty percent indicated they did not know enough about Extension's community development program to respond to the question. All but one of the remaining participants rated the community development work of Extension as either moderately effective, highly effective, or very highly effective. The other participant rated the effectiveness of such programs as low.

Although 40 percent had refused to rate the effectiveness of Extension's community development work, only 30 percent did not have an opinion on changing the level of resources used by Extension in doing community development work. Forty percent of the participants felt the efforts of Extension in community development work should be increased either slightly, moderately, or substantially. Twenty-eight percent felt such efforts should be held the same. Only one individual indicated that Extension should be

doing substantially less in community development. That individual indicated government programs were generally ineffective and should all be cut back. His suggestion seemed to be influenced more by his general attitude toward government than by specific knowledge or attitude toward Cooperative Extension Service.

APPLICATION OF RESEARCH DATA TO STUDY QUESTIONS

The National Evaluation Study of Community Organization and Leadership Development Work in Extension CRD was designed to address several questions that have management implications for the Extension CRD program.[3/] Data collected in this study and information generated through analysis of that data have been applied to the study questions.

1. What are the Objectives of States in Doing Community Organization and Leadership Development Work and What Should be the National Objectives for this Area of Work?

   In the survey of Extension personnel (including CRD program leaders, district administrators, CRD specialists, and area and local agents) twenty-four objectives were evaluated. Although ratings of importance varied among objectives, all twenty-four objectives were rated as important or very important by more than 60 percent of the respondents (Table 2). These are the objectives of community organization and leadership development. These should also be the national objectives.

2. What are the State Level Policies Under Which Community Organization and Leadership Development Work is Done?

   In the survey on state level policy, Extension directors showed a strong inclination to check one of three responses to each of the policy statements. It was either something they encouraged, discouraged, or it was not covered by policy

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3/The study questions were listed in the Introduction.

(Table 1). There were very few responses which indicated that the statement described a condition or activity which would be required or forbidden. The most common policies expressed by directors are listed.

Encouraged

* Joint planning and programming at the state level among the four program areas (Community Development, Home Economics, Agriculture, 4-H and Youth).
* Local citizen determination of priorities for community development Extension work.
* Community development Extension work in every county of the state.
* Multi-county or state level community development Extension work in addition to county work.

Discouraged

* Extension personnel serving as officers in state or local community development organizations.
* Extension personnel providing direct leadership to community development organizations or groups.

In total, the policy climate delineated by state directors is favorable for community organization and leadership development work by Extension personnel. Those conditions which are opposed or have little support from Extension directors can be avoided without handicapping community organization or leadership development work by Cooperative Extension Service.

3. What are the Relationships of Community Organization and Leadership Development Efforts to Community Development Extension Work, as Perceived by Extension Personnel?

The objectives that Extension people perceive in doing community organization and leadership development work are apparently

as broad as CRD program objectives, which implies the Extension personnel perceive community organization and leadership development work as a fundamental and integral part of the total CRD Extension program. Positive response to the wide variety of objectives offered for community organization and leadership development not only implies that this area of work is basic in CRD, but also implies a broad concept of the CRD program itself. (Objectives for the other Extension programs -- agriculture, home economics, and youth work, would undoubtedly be quite numerous. Extension personnel apparently perceive CRD work and the community organization and leadership development part of this work in a similar broad context.) Evidence from this study that perception of program objectives by Extension personnel is broad further suggests that a single definition of the CRD program area, or Extension's role in it, is probably difficult and unnecessary (as it would be for the other major Extension programs).

Other indications that community organization and leadership development are basic to community development Extension work are listed:

(1) Some of the most often-mentioned purposes for work in community development (such as local participation, self-determination, involvement and understanding in community development) were among the highest rated objectives in terms of importance in community organization and leadership development.

(2) Extension personnel indicated that an average of 48 percent of their time should be devoted to community organization and leadership development work and the remainder to other CRD efforts.

(3) When Extension personnel in eight states were asked to identify specific projects involving community organization and leadership development work, several of the projects were typical of Extension CRD programs.

The specific projects related to such diverse community improvement objectives as: obtaining a rural community water supply, improving local planning and control over land use, improving the quality of local government, increasing public understanding and involvement in the community development process, improvement of recreation, historical preservation, and the provision of emergency ambulance service. Thus, Extension personnel do perceive community organization and leadership development as a basic and integral part of the Extension CRD program.

4. What are the Approaches or Methods of Community Organization and Leadership Development Work and Under What Conditions Does Each Work Best?

Approaches or methods of Extension work in community organization and leadership development were analyzed in relation to the objectives of such work. When analyzed by objectives, providing organizational training was rated as more effective by Extension personnel than creating community organizations. This was true for all twenty-six objectives. Providing support for community organizations, however, was rated as more effective than providing organizational training, except for three objectives:

(1) Increasing public understanding of leadership roles and role performance;

(2) Creating better understanding of group behavior;

(3) Improving the decision-making ability of groups.

In these three cases organizational training was considered to be slightly more effective than providing support for existing community organizations.

Results of rating effectiveness for leadership development methods were quite similar. For example, Extension personnel rated providing leadership skill training as more effective than providing direct leadership for twenty-five of the twenty-six objectives. The one exception was for the objective of coordination of resources and technical assistance to communities. For that objective Extension people consider direct leadership as more effective than leadership skill training.

Extension people rated facilitating and supporting leadership as more effective than leadership skill training with four exceptions. Leadership skill training was rated more effective for:

(1) Increasing participation of youth in community development;

(2) Increasing public understanding of leadership roles and role performance;

(3) Creating better understanding of group behavior;

(4) Improving the decision-making ability of groups.

For the other twenty-two objectives, Extension personnel consistently rated facilitating and supporting existing leadership as more effective than either of the other two approaches.

Although creating community organizations was given the lowest rating in terms of effectiveness, the study of specific projects revealed that in seven of the eight projects, Extension had been involved in the creation of either an ad hoc or highly

formalized organization. The difficulty in getting public recognition and credit for facilitating and supporting existing organizations and existing leadership may explain why Extension personnel identified projects where community organizations had been created or training had been offered. Although the approach may be effective, it could be that Extension personnel who want to get credit for their efforts (in terms of clientele recognition) would rather identify their work with an organization they created or a workshop they held rather than activities they conducted to support efforts of some other organization or of particular leaders in the community.

In the final analysis it seems that Extension personnel perceive facilitating and supporting existing organizations and leadership as the most effective approach, in spite of the fact that projects identified for clientele evaluation more often involved organizations Extension helped create or training offered by Extension. The higher ratings of effectiveness for facilitating and supporting leadership and community organizations may also be a reflection of the greater competence of Extension community development workers in these roles (Community Development Concepts, Curriculum, Training Needs, p. 6).

5. From What Audiences is there Public Support and What are the Effects of Community Organization and Leadership Development Efforts on Public Decision-Making by the Following (As Perceived by Extension Personnel and Clientele):

(a) Local Governments and Local Government Agencies?

(b) Voluntary Community Development and Service Organizations?

(c) Ad Hoc Citizens Groups?

(d) Agencies of State and Federal Government?

In eight case studies of Extension projects involving community organization and/or leadership development, 29 specific instances were identified where the projects affected decision-making by client groups.

In the opinions of clientele interviewed as participants in the eight projects:

* 77 percent indicated that without Extension the activity would never have been started, would not have fared as well, or would have failed. The others were undecided.

* 98 percent felt good about having participated.

* 77 percent believed the activity was good for the community. The others were undecided.

* 40 percent indicated that Extension efforts in community development should be increased; 28 percent felt such efforts should remain at current levels; 30 percent were undecided; and 2 percent indicated Extension efforts should be decreased.

Based on interviews with the clientele, it was apparent that the more years of formal schooling by clientele, the more easily they identified and appreciated the efforts of Cooperative Extension. This was true for both leadership training and organized efforts for tangible community improvements. The more highly educated people seemed to understand better what role Extension had played, and placed a higher value on that role than the less educated clientele. The more highly educated were also more capable of identifying the implications and potential effects of

community organization and leadership development efforts by Cooperative Extension.

6. What Factors Either Facilitate or Impede the Effectiveness of Leadership Training?

Although leadership workshops and special training were the primary focus of only two of the projects studied, the most effective training appeared to be that which was conducted for clientele interested in community development and consisting of a high proportion of community leaders or officials responsible for community development. Specialized technical training for local government officials appeared to be hampered by the lack of their participation, combined with participation of people who had individual concerns about local government but not responsibility for operating it. This mixture of clientele caused some difficulties in the treatment of specific subject matter that would have been appropriate for an exclusive audience of the intended type. The subject matter covered was sometimes too technical for those not really involved in local government operations and sometimes superficial for those who were involved.

Those who were paid to go to a community development workshop as part of their occupation in working with senior citizens seemed to be the most disenchanted with results of their leadership training. The training did not fit precisely the area of responsibility for which they were employed and neither did it fit their area of interest. Yet attendance was good because it was required. The clientele for this particular workshop had the

lowest level of formal schooling among clientele groups surveyed. They also had the greatest difficulty in specifying benefits received as individuals, or potential benefits of the training for their own community, yet they felt good about their participation.

Based on analysis of case study results some of the factors identified which facilitate the effectiveness of leadership training include:

* interest among clients
* clients' need for the training provided
* quality of training provided
* appropriate physical setting in which training is conducted

Factors which impede the effectiveness of training include:

* agency or employer requirement that personnel participate in the training offered
* providing training that is not consistent with clients' felt needs
* training people who are not responsible for the area in which they are being trained -- training the "wrong" audience
* training in subject matter that is too technical for the audience
* inappropriate physical setting for training

7. Is Community Organization and Leadership Development a Useful Component in the Structure of Extension Community Development Programming, Evaluating, and Reporting?

The answer to this question is "Yes." Results of the study indicate that it is a basic and integral part of the community development work of Cooperative Extension. Forty-seven percent

of the survey respondents wanted to keep community organization and leadership development combined as one category for planning and reporting Extension CRD work. An additional 35 percent wanted to keep both community organization and leadership development, but as separate categories of Extension CRD work. Thus, 82 percent of the respondents indicated that both community organization and leadership development are useful components for planning and reporting in the Extension CRD program.

The strong support for keeping community organization and leadership development combined as a single category is consistent with separate research in four states which indicated: "...organizations at the local level, or at the regional level, will be effective only to the extent that they elicit enthusiastic involvement and cooperation of local influential citizens; if the leadership of the community is not involved or represented fully in the organizational structure, programs and proposals of that organization will not achieve their promised objectives" (Williams, et al., p. 16). Thus, even though the one category accounts for a large proportion of time devoted to Extension CRD efforts, the evidence that development of organizations involves development of leadership, and vice versa, is pervasive.

8. Under What Conditions Should Extension Be Encouraged to Increase, Decrease, or Maintain the Current Resources Devoted to Community Organization and Leadership Development Work?

Under present conditions and based on responses of Extension personnel and clientele participating in the study, the amount of

manpower devoted to community organization and leadership development should be increased.

Other aspects of the question that would apply to hypothetical circumstances were not explored in sufficient detail to justify an attempt to state the conditions under which maintenance or reduction of resources devoted to community organization and leadership development would be justified.

RECOMMENDATIONS

Based on this study the task force recommends the following:

1. Community organization and leadership development should be, for planning and reporting purposes, a category of Extension work in CRD.

2. Definitions and methods defined in this study should be re-written to merge these into a single category description and this information communicated to all state program personnel through state program leaders.

3. Community organization and leadership development should give priority to serving those objectives dealing with encouraging local initiative, self-determination, and local citizen participation in community development.

4. Resource materials from this study should be included in the national CRD workshop planned for 1978.

5. National objectives in community organization and leadership development should be the same as identified in the study -- ranked in the same order of importance.

6. The amount of manpower devoted to community organization and leadership development should be increased.

7. Extension should maintain its identity in community organization and leadership development work (without claiming undue credit) by doing a better job of communicating about its efforts before, during, and after work in this area.

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APPENDIX

Appendix Table 1. Effectiveness of Creating Community Organizations.

Objective[1]	Response: Very Effective	Somewhat Effective	Not Effective	Harmful	No Response	Distribution Index[2]
1	24.7	40.2	24.9	9.1	1.1	80
2	20.1	41.3	26.6	11.0	1.0	70
3	22.3	42.1	27.4	8.1	-	79
4	14.7	36.8	37.3	10.5	0.6	56
5	12.9	40.4	34.6	12.0	0.2	54
6	12.1	33.8	41.9	11.2	1.0	47
7	18.8	39.1	33.5	8.0	0.6	69
8	19.3	41.9	28.4	9.6	0.8	71
9	20.4	47.7	25.0	6.5	0.3	82
10	21.4	45.1	24.9	8.5	0.2	79
11	26.6	46.4	22.0	4.8	0.2	95
12	9.6	41.8	36.5	11.5	0.6	50
13	13.2	35.1	32.1	19.1	0.5	42
14	9.3	41.8	40.0	8.0	1.0	52
15	11.6	39.7	39.4	8.5	0.8	54
16	19.8	43.4	27.8	8.6	0.5	74
17	7.2	36.0	43.7	12.3	0.8	38.
18	35.7	42.6	15.9	4.6	1.1	109
19	32.9	39.4	19.9	6.9	1.0	98
20	9.4	36.4	42.6	10.7	1.0	44
21	22.0	42.3	25.7	9.9	0.2	76
22	7.7	33.7	46.7	11.0	1.0	38

Appendix Table 1. Effectiveness of Creating Community Organizations (Continued).

Objective[1]	Response					Distribution Index[2]
	Very Effective	Somewhat Effective	Not Effective	Harmful	No Response	
23	10.8	35.7	44.7	8.1	0.6	49
24	33.7	39.7	18.8	7.0	0.8	100
25	22.2	41.8	27.8	7.5	0.8	79
26	19.0	45.8	26.2	8.8	0.3	75

1/ Objectives listed by number following Table 2.

2/ Calculated by weighting the percent of each type response as follows: very effective, 2; somewhat effective, 1; not effective or no response, 0; harmful, -1.

Appendix Table 2. Effectiveness of Providing Organizational Training.

Objective[1]	Response: Very Effective	Somewhat Effective	Not Effective	Harmful	No Response	Distribution Index[2]
1	41.3	47.7	10.0	0.2	0.8	130
2	38.6	50.7	9.9	0.2	0.6	128
3	42.6	49.0	8.3	-	0.2	134
4	34.0	52.3	12.9	0.3	0.5	120
5	26.0	55.0	18.0	0.8	0.2	106
6	51.0	41.6	6.9	0.2	0.3	143
7	30.6	53.7	14.5	0.6	0.5	114
8	42.6	48.8	8.0	-	0.6	134
9	41.9	49.3	8.3	0.2	0.3	133
10	31.7	57.1	11.0	-	0.2	120
11	41.5	47.0	11.3	0.2	-	130
12	30.5	54.2	14.7	0.3	0.3	115
13	25.7	54.4	17.9	1.8	0.3	104
14	43.9	45.0	10.5	0.3	0.3	132
15	37.8	52.0	9.4	0.3	0.5	127
16	33.5	51.0	14.5	0.5	0.5	118
17	14.2	51.0	32.7	1.3	0.8	78
18	41.5	47.2	9.9	0.3	1.1	130
19	32.4	53.1	12.9	0.5	1.1	117
20	32.5	51.7	14.8	0.3	0.6	116
21	31.1	57.3	11.0	0.3	0.3	119
22	16.7	52.8	28.7	0.6	1.1	86

Appendix Table 2. Effectiveness of Providing Organizational Training (Continued).

Objective[1]	Response: Very Effective	Somewhat Effective	Not Effective	Harmful	No Response	Distribution Index[2]
23	47.5	41.3	10.4	0.5	0.3	136
24	41.0	46.3	11.3	0.8	0.6	128
25	38.3	49.4	11.3	0.3	0.6	126
26	43.9	47.4	8.6	0.2	-	135

1/ Objectives listed by number following Table 2.

2/ Calculated by weighting the percent of each type response as follows: very effective, 2; somewhat effective, 1; not effective or no response, 0; harmful, -1.

Appendix Table 3. Effectiveness of Providing Support for Community Organizations.

Objective[1]	Response: Very Effective	Somewhat Effective	Not Effective	Harmful	No Response	Distribution Index[2]
1	56.1	39.6	3.3	-	1.0	152
2	56.1	39.6	3.7	-	0.6	152
3	53.3	41.1	5.6	-	-	148
4	48.3	45.9	4.8	0.3	0.6	142
5	48.5	45.3	5.7	0.5	-	142
6	45.8	46.9	6.9	0.2	0.3	138
7	55.3	39.7	4.5	0.2	0.3	150
8	52.5	42.9	3.8	-	0.8	148
9	47.5	45.1	7.0	-	0.3	140
10	54.7	38.8	6.4	0.2	-	148
11	42.7	47.2	10.0	-	-	133
12	46.7	47.0	5.7	0.2	0.3	140
13	45.3	44.7	7.5	2.1	0.5	133
14	38.6	51.4	9.4	0.3	0.3	128
15	43.4	47.5	8.1	0.5	0.5	134
16	38.3	48.8	12.3	0.2	0.5	125
17	33.7	49.9	14.7	0.8	1.0	116
18	52.2	40.8	5.7	-	1.3	145
19	54.2	39.7	4.9	0.3	0.8	148
20	49.9	43.2	6.1	0.2	0.6	143
21	53.1	40.2	6.2	0.3	0.2	146
22	32.4	51.4	14.8	0.3	1.1	116

Appendix Table 3. Effectiveness of Providing Support for Community Organizations (Continued).

Objective[1]	Response: Very Effective	Somewhat Effective	Not Effective	Harmful	No Response	Distribution Index[2]
23	36.7	48.8	13.7	0.5	0.3	122
24	45.5	44.8	7.8	1.0	1.0	135
25	43.2	48.0	7.8	0.2	0.8	134
26	56.0	39.4	4.3	0.2	0.2	151

1/ Objectives listed by number following Table 2.

2/ Calculated by weighting the percent of each type response as follows: very effective, 2; somewhat effective, 1; not effective or no response, 0; harmful, -1.

Appendix Table 4. Effectiveness of Providing Direct Leadership.

Objective[1]	Response: Very Effective	Somewhat Effective	Not Effective	Harmful	No Response	Distribution Index[2]
1	20.4	41.6	23.9	13.4	0.6	69
2	19.5	40.0	23.6	16.1	0.8	63
3	17.7	38.1	26.2	17.4	0.6	56
4	33.8	45.5	15.9	4.5	0.3	109
5	19.9	39.7	27.4	12.0	1.0	68
6	14.8	41.5	29.3	14.0	0.3	57
7	41.0	43.2	12.0	3.7	0.2	122
8	20.3	43.5	23.3	11.6	1.3	72
9	13.4	47.4	27.9	10.4	1.0	64
10	18.3	49.9	21.4	9.7	0.6	77
11	22.2	49.0	22.3	5.9	0.6	88
12	15.0	43.5	29.5	11.2	0.8	62
13	18.8	42.1	16.6	21.9	0.6	58
14	17.2	43.4	31.4	7.7	0.3	70
15	20.4	45.9	27.3	5.7	0.6	81
16	16.7	44.7	25.2	12.4	1.0	66
17	13.1	40.4	34.0	11.5	1.1	55
18	38.4	43.5	12.4	4.3	1.3	116
19	32.1	42.4	17.7	7.5	0.3	99
20	16.3	48.3	26.2	8.8	0.5	72
21	16.7	47.2	21.4	13.6	1.1	67
22	10.5	38.3	38.8	10.5	1.9	49

Appendix Table 4. Effectiveness of Providing Direct Leadership (Continued).

Objective[1]	Response: Very Effective	Somewhat Effective	Not Effective	Harmful	No Response	Distribution Index[2]
23	15.3	45.9	31.4	7.0	0.3	70
24	30.3	40.2	19.3	9.6	0.6	91
25	21.7	41.5	25.5	10.2	1.1	75
26	14.4	44.0	29.7	11.3	0.6	62

1/ Objectives listed by number following Table 2.

2/ Calculated by weighting the percent of each type response as follows: very effective, 2; somewhat effective, 1; not effective or no response, 0; harmful, -1.

Appendix Table 5. Effectiveness of Providing Leadership Skill Training.

Objective[1]	Response: Very Effective	Somewhat Effective	Not Effective	Harmful	No Response	Distribution Index[2]
1	37.6	50.6	11.0	0.2	0.6	126
2	38.0	47.4	13.9	0.2	0.6	123
3	47.7	45.8	6.4	-	0.2	141
4	31.9	53.7	13.6	0.5	0.3	117
5	25.7	52.6	19.6	1.6	0.5	102
6	53.7	41.3	4.8	-	0.2	149
7	22.8	55.5	21.5	-	0.2	101
8	46.9	44.0	8.1	0.2	0.8	138
9	46.6	46.6	5.7	0.5	0.6	139
10	32.4	56.3	10.4	0.5	0.5	121
11	48.3	42.1	8.6	0.2	0.8	138
12	26.6	53.9	17.5	1.4	0.5	106
13	26.8	52.5	18.8	1.6	0.3	104
14	42.7	45.3	11.2	0.3	0.5	130
15	37.0	47.8	14.4	0.3	0.5	122
16	31.9	51.8	14.7	.6	1.0	115
17	12.3	50.4	32.7	3.3	1.3	72
18	38.4	48.6	11.2	0.5	1.3	125
19	32.4	50.1	16.1	1.0	0.5	114
20	34.3	51.2	13.4	0.6	0.5	119
21	36.7	53.1	8.9	0.3	1.0	126
22	13.2	48.0	33.8	3.2	1.8	71

Appendix Table 5. Effectiveness of Providing Leadership Skill Training (Continued).

Objective[1]	Response: Very Effective	Somewhat Effective	Not Effective	Harmful	No Response	Distribution Index[2]
23	46.3	44.3	8.8	0.3	0.3	137
24	39.1	44.2	14.7	1.4	0.6	121
25	43.1	46.1	9.9	0.3	0.6	132
26	47.4	43.1	8.5	0.5	0.6	137

1/ Objectives listed by number following Table 2.

2/ Calculated by weighting the percent of each type response as follows: very effective, 2; somewhat effective, 1; not effective or no response, 0; harmful, -1.

Appendix Table 6. Effectiveness of Facilitating and Supporting Leadership.

Objective[1]	Response: Very Effective	Somewhat Effective	Not Effective	Harmful	No Response	Distribution Index[2]
1	61.6	34.6	3.0	0.2	0.6	158
2	60.6	33.7	4.8	0.2	0.8	155
3	56.9	38.3	4.5	0.2	0.2	152
4	49.8	44.7	5.3	0.2	0.2	144
5	57.3	38.1	3.5	0.5	0.6	152
6	46.1	47.5	5.6	0.5	0.3	139
7	50.6	44.3	4.8	0.2	0.2	145
8	59.6	35.9	3.5	0.2	0.8	155
9	52.5	41.8	5.1	0.2	0.5	147
10	53.1	43.4	3.0	0.2	0.3	149
11	45.3	43.4	10.5	0.2	0.6	134
12	48.0	46.9	4.0	0.6	0.5	142
13	45.0	46.6	6.4	1.8	0.3	135
14	39.4	48.3	11.6	0.3	0.3	127
15	39.6	51.7	8.0	0.3	0.5	131
16	43.7	44.7	10.0	0.6	1.0	132
17	37.8	48.6	11.3	1.0	1.3	123
18	53.7	38.1	6.5	0.3	1.3	145
19	55.8	39.6	3.8	0.3	0.5	151
20	53.4	42.1	4.0	-	0.5	149
21	61.1	34.9	2.7	0.5	0.8	157
22	32.1	52.2	12.4	1.6	1.8	115

Appendix Table 6. Effectiveness of Facilitating and Supporting Leadership (Continued).

Objective[1]	Response: Very Effective	Somewhat Effective	Not Effective	Harmful	No Response	Distribution Index[2]
23	30.8	54.1	14.5	0.3	0.3	115
24	52.5	35.9	9.7	1.3	0.6	140
25	52.5	41.0	5.1	0.6	0.8	145
26	60.6	34.9	3.2	0.3	1.0	156

1/ Objectives listed by number following Table 2.

2/ Calculated by weighting the percent of each type response as follows: very effective, 2; somewhat effective, 1; not effective or no response, 0; harmful, -1.

Appendix Table 7. Interaction Between Responses on Community Organization Methods and Geographic Area of Responsibility.

Objective[2]	Organization Method[3]	Chi-square (6 d.f.)	Distribution Index[1] Statewide	Multi-County	County
2	a	16*	46	74	78
2	b	17*	142	136	118
3	b	18**	152	140	125
5	a	15*	27	58	59
5	b	15*	116	112	100
5	c	20**	155	150	134
6	b	18**	152	157	134
7	c	14*	158	161	142
8	c	16**@	153	159	143
12	a	13*	27	49	56
13	c	33**	150	148	121
14	a	24**	26	45	66
17	a	22**	7	38	46
17	c	16*	123	128	108
20	a	27**	14	37	59
20	c	15*	143	153	142
22	a	22**	14	37	47
23	b	28**	156	149	123
24	b	14*	136	140	118
25	b	21**	140	136	114
25	c	15*	136	140	134

Appendix Table 7. Interaction Between Responses on Community Organization Methods and Geographic Area of Responsibility (Continued).

Objective[2]	Organization Method[3]	Chi-square (6 d.f.)	Distribution Index[1] Statewide	Multi-County	County
26	b	20**	148	143	124
26	c	14*	161	161	143

* Significant at the .05 level.
** Significant at the .01 level.
@ Based on 4 d.f. because there were no responses in the harmful category.

1/ Calculated by weighting the percent of each type response as follows: very effective, 2; somewhat effective, 1; not effective, 0; harmful, -1.

2/ Objectives are listed by number following Table 2.

3/ a. Providing direct leadership.
b. Providing leadership skill training.
c. Facilitating and supporting leadership.

Appendix Table 8. Interactions Between Responses on Community Organization Methods and Extension Positions.

Objective[2]	Organization Method[3]	Chi-square (9 d.f.)	Distribution Index[1] Program Leaders	Administrators or Supervisors	Specialists	Local Agents
1	c	21**@	171	147	165	148
2	b	21*	134	132	149	119
2	c	17**@	162	152	166	145
3	b	22**	148	139	152	124
4	a	18*	32	51	56	63
5	a	17*	20	49	62	59
5	c	25**	157	142	154	133
7	a	19*	38	62	71	77
7	c	34**	166	158	161	142
8	b	16*@	132	148	150	127
8	c	18**@	162	148	157	143
13	c	32**	156	138	153	122
14	c	19*	135	124	122	130
15	c	21*	141	140	130	132
17	a	22**	11	23	41	48
20	a	22**	22	34	41	56
20	b	18*	126	118	132	109
20	c	22**	156	144	153	138
22	a	18*	4	33	40	48
23	b	30**	156	146	152	123

Appendix Table 8. Interactions Between Responses on Community Organization Methods and Extension Positions (Continued).

Objective[2]	Organization Method[3]	Chi-square (9 d.f.)	Distribution Index[1]: Program Leaders	Administrators or Supervisors	Specialists	Local Agents
25	b	20*	134	133	146	116
26	b	18*	144	144	148	125

* Significant at the .05 level.
** Significant at the .01 level.
@ Based on 6 d.f. because there were no responses in the harmful category.

1/ Calculated by weighting the percent of each type response as follows: very effective, 2; somewhat effective, 1; not effective, 0; harmful, -1.

2/ Objectives are listed by number following Table 2.

3/ a. Providing direct leadership.
b. Providing leadership skill training.
c. Facilitating and supporting leadership.

Appendix Table 9. Interactions Between Responses for Community Organization Methods and Extension Regions.

Objective[2]	Organization Method[3]	Chi-square (9 d.f.)	Distribution Index[1] North C.	North E.	Southern	Western
4	a	21*	47	47	71	34
5	a	23**	55	45	68	28
6	a	36**	47	29	66	22
7	a	27**	61	57	88	42
8	a	25**	70	48	86	58
9	a	20*	90	66	90	65
9	c	14*@	131	152	140	146
11	a	17*	92	95	104	79
11	c	17**@	120	132	139	138
13	c	29**	136	155	118	149
14	a	31**	44	45	72	28
15	a	28**	46	49	73	34
17	a	23**	36	26	52	18
19	b	18*	113	110	128	113
20	a	31**	44	37	61	15
21	a	22**	89	67	81	54
23	a	31**	44	35	67	31
26	a	24**	69	71	93	46

* Significant at the .05 level.
** Significant at the .01 level.
@ Based on 6 d.f. because there were no responses in the harmful category.

1/ Calculated by weighting the percent of each type response as follows: very effective, 2; somewhat effective, 1; not effective, 0; harmful, -1.

2/ Objectives are listed by number following Table 2.

3/ a. Providing direct leadership.
b. Providing leadership skill training.
c. Facilitating and supporting leadership.

Appendix Table 10. Interactions Between Responses on Community Organization Methods and Years of CRD Experience.

Objective[2]	Organization Method[3]	Chi-square (9 d.f.)	Distribution Index[1]: 0-3 Years	4-10 Years	11-20 Years	More than 20 years
7	b	25**	117	110	110	138
16	c	20*	134	120	123	132
17	b	17*	81	76	74	96
13	b	23**	124	110	116	141
23	c	22**	135	110	123	133
24	b	18*	139	121	125	139

* Significant at the .05 level.
** Significant at the .01 level.

1/ Calculated by weighting the percent of each type response as follows: very effective, 2; somewhat effective, 1; not effective, 0; harmful, -1.

2/ Objectives are listed by number following Table 2.

3/ a. Providing direct leadership.
b. Providing leadership skill training.
c. Facilitating and supporting leadership.

Appendix Table 11. Interactions Between Responses on Leadership Development Methods and Geographic Area of Responsibility.

Objective[2]	Leadership Method[3]	Chi-square (6 d.f.)	Distribution Index[1]		
			Statewide	Multi-County	County
1	a	30**	31	62	85
1	b	13*	130	134	120
1	c	18**	168	165	152
2	a	48**	14	60	83
2	b	16*	134	131	115
2	c	13*	168	155	152
4	a	13*	89	113	115
5	a	21**	34	62	79
6	a	23**	22	56	70
6	b	21**@	164	157	140
6	c	19**	146	142	138
8	a	21**	40	73	86
8	b	13*	148	147	130
10	c	13*	155	152	145
12	a	21**	30	61	72
13	b	21**	112	118	94
13	c	13*	148	141	127
14	a	32**	35	64	84
15	a	23**	51	78	95
15	c	13*	132	130	131
16	a	18**	39	67	76
16	c	14*	141	142	124

Appendix Table 11. Interactions Between Responses on Leadership Development Methods and Geographic Area of Responsibility (Continued).

Objective[2]	Leadership Method[3]	Chi-square (6 d.f.)	Distribution Index[1]		
			Statewide	Multi-County	County
17	c	14*	137	132	114
18	a	13*	94	116	126
19	a	13*	83	109	101
20	a	21**	50	62	85
21	a	19**	38	66	80
23	b	17*	148	149	126
24	b	16*	134	136	111
25	a	21**	47	65	90
25	c	15*	142	146	149
26	a	20**	33	57	74
26	b	19**	153	144	129
26	c	18**	173	161	151

* Significant at the .05 level.
** Significant at the .01 level.
@ Based on 4 d.f. because there were no responses in the harmful category.

1/ Calculated by weighting the percent of each type response as follows: very effective, 2; somewhat effective, 1; not effective, 0; narmful, -1.

2/ Objectives are listed by number following Table 2.

3/ a. Providing direct leadership.
b. Providing leadership skill training.
c. Facilitating and supporting leadership.

Appendix Table 12. Interactions Between Responses on Leadership Development Methods and Extension Positions.

Objective[2]	Leadership Method[3]	Chi-square (9 d.f.)	Distribution Index[1]: Program Leaders	Administrators or Supervisors	Specialists	Local Agents
1	a	31**	22	63	55	87
1	c	36**	165	156	178	152
2	a	30**	24	54	42	82
2	c	27**	167	150	171	150
3	a	24**	11	54	46	69
5	a	26**	33	58	56	84
6	a	33**	7	51	40	71
6	b	25**@	163	150	165	140
6	c	22**	133	133	151	136
8	c	24**	178	158	169	150
12	a	24**	32	68	53	73
14	a	21*	48	67	51	85
16	a	24**	24	74	58	77
16	c	18*	131	145	146	126
17	a	19*	28	36	62	64
20	a	21*	68	54	64	86
20	b	18*	149	112	131	114
21	a	20*	38	61	56	80
23	b	19*	137	148	150	127
23	c	21*	104	118	120	112
24	b	17*	139	124	137	112

Appendix Table 12. Interactions Between Responses on Leadership Development Methods and Extension Positions (Continued).

Objective[2]	Leadership Method[3]	Chi-square (9 d.f.)	Distribution Index[1]: Program Leaders	Administrators or Supervisors	Specialists	Local Agents
25	a	28**	52	70	64	90
25	c	28**	156	145	154	146
26	a	21*	28	56	57	74
26	b	22**	156	145	150	129
26	c	19*	166	159	174	150

* Significant at the .05 level.
** Significant at the .01 level.
@ Based on 6 d.f. because there were no responses in the harmful category.

1/ Calculated by weighting the percent of each type response as follows: very effective, 2; somewhat effective, 1; not effective, 0; harmful, -1.

2/ Objectives are listed by number following Table 2.

3/ a. Providing direct leadership.
b. Providing leadership skill training.
c. Facilitating and supporting leadership.

Appendix Table 13. Interactions Between Responses on Leadership Methods and Extension Regions.

Objective[2]	Leadership Method[3]	Chi-square (9 d.f.)	Distribution Index[1] North C.	North E.	Southern	Western
1	a	20*	57	65	86	52
3	a	21*	47	60	73	35
5	a	29**	56	81	82	43
8	a	21*	73	69	86	49
9	a	21*	58	62	78	43
12	a	22*	52	69	76	41
13	b	18*	104	114	99	112
13	c	30**	134	157	121	150
14	a	31**	53	63	91	58
15	a	30**	69	73	100	63
17	a	26**	50	55	70	33
19	b	27**	110	101	131	95
21	a	18*	57	78	80	46
25	a	27**	61	71	96	52
26	a	26**	47	65	81	37

* Significant at the .05 level.
** Significant at the .01 level.

1/ Calculated by weighting the percent of each type response as follows: very effective, 2; somewhat effective, 1; not effective, 0; harmful, -1.

2/ Objectives are listed by number following Table 2.

3/ a. Providing direct leadership.
b. Providing leadership skill training.
c. Facilitating and supporting leadership.

Appendix Table 14. Interactions Between Responses on Leadership Development Methods and Years of CRD Experience.

Objective[2]	Leadership Method[3]	Chi-square (9 d.f.)	Distribution Index[1] 0-3 Years	4-10 Years	11-20 Years	More than 20 years
6	a	21*	96	44	53	79
14	a	21*	71	59	68	104
22	b	33**	78	66	71	87

* Significant at the .05 level.
** Significant at the .01 level.

1/ Calculated by weighting the percent of each type response as follows: very effective, 2; somewhat effective, 1; not effective, 0; harmful, -1.

2/ Objectives are listed by number following Table 2.

3/ a. Providing direct leadership.
b. Providing leadership skill training.
c. Facilitating and supporting leadership.